Application guide: Apply for project funds from the FBA's 1325-grant

This application guide is aimed at organizations and foundations that intend to seek funds for project activities promoting the implementation of UN Security Council Resolution 1325 (hereinafter UNSCR 1325) from the FBA. It should be seen as a supporting document for an applying organization or foundation. To seek grants from the FBA, organizations or foundations must meet the FBA's basic criteria. Please see the FBA's webpage for information on conditions and criteria related to the application procedure.

This guide presents the content and structure of the project application form, describes the logic of the various parts of the application form and the information requested in the various sections. The FBA is aware that different organizations use different terms and concepts to refer to the same thing. Therefore, emphasis should not be on the specific terms and concepts, but to explain and clarify the logic behind the various steps.

This guide goes through the following sections of the application:

1. Information about the applicant
2. Contact details
3. Project overview
4. Project description
5. Monitoring and evaluation
6. Budget description
7. Project plan
8. Risk analysis

1. Information about the applicant

This section should give an overview of the applying organization/foundation (hereinafter the *applicant*) and how the *applicant* meets the basic criteria for application. Here, the *applicant* briefly presents the organization's/foundation's vision, purpose, and mandate. Furthermore, this section should clarify the *applicant's* internal capacity as regards skills, staff, and economic funds, as well as previous experience of working with UNSCR 1325.

2. Contact details

Provide contact information for the responsible representative of the *applicant* and the project manager in charge of the project.

3. Project overview

This section should provide an overview of the project, including the name of the project, the amount the *applicant* is applying for, whether there are other potential donors for the project, and the time frame for the project. Please note that funds are granted for a maximum of 15 months, and that the project must begin within two months after the FBA's decision to fund a project.

4. Project description

In this section, the *applicant* describes the planned project in detail, including why there is a need for the project (i.e. the problem background).

4.1 Problem background – what is the problem you want to address?

The problem background should explain why this project is important, and why it is needed. Also include a brief description of the situation in the country or region where the project is to be implemented. The problem should be formulated as a negative condition, such as "The problem is...". Note that the FBA requests that you list concrete and specific problems that can be solved through the project, and not a general description of UNSCR 1325 and why the resolution is important.

4.2 Project goal – what will your project achieve?

The project goal should be brief and describes what the project wishes to contribute to. It must be realistic in terms of what the project has a chance of achieving within the given time frame and with the planned resources. The project goal must also have a clear, direct link to the problem formulation.

The project goal and the *applicant's* theory of change (see heading below) should guide all the sections of the project application. If the project has a local focus/limitation and, for example, is aimed at a certain country or region, this should be mentioned in the goal. If the project covers several regions and is more widespread, this can be left out of the project goal. What makes a realistic project goal is determined by context and available (or desired) resources. An overall goal of implementing UNSCR 1325 in a specific country is an example of an objective that is not likely to be achieved within a project of this scope. This type of unrealistic objective formulation will not be assessed as realistic.

4.2.1 Theory of change – how will your project and activities lead to change?

In this section, the *applicant* should briefly and concisely describe their *theory of change* – the logic that explains the activities and interventions selected, and why they are expected to lead to the achievement of the project's goal.

Example of how to formulate a problem:

The problem is that women in the Kambal region are not actively participating in the local peace negotiations to the extent prescribed by UNSCR 1325. This is due to the fact that local women's organizations lack the capacity to exercise influence, and that local decision-makers lack an understanding of what rights women have, and of the relevance of including both women and men in peace processes.

Example of a project goal:

More women are actively participating in the local peace processes in the Kambal region in Criseland.

Example of a theory of change:

If women's organizations strengthen their capacity to exercise influence, they will have a greater opportunity to convey their messages to local decision-makers and thereby have a greater opportunity to exercise influence. If local decision-makers increase their understanding of women's rights and understand the importance of women's participation in local peace processes, the local decision-makers will be more willing/inclined towards including women in the local peace processes.

4.2.2 The project's indirect target groups

The *applicant* must describe the project's target groups. We distinguish between the *indirect* target groups (those who benefit from the project's goal and specific objectives) and the *direct* target groups (those the project's specific objectives and activities are directed towards). For the project goal (section 4.2.2), only the indirect target group should be described. That is, the group that will benefit from the results of the project once the project has been finished. Specific objectives, on the other hand, can have both indirect and direct target groups. In the example for specific objective 1 (box), the local women are both the indirect and the direct target group. In the second example of a specific objective, the local leaders and politicians are the direct target group, whereas the women in the region are the indirect target group (they are assumed to benefit from the local leaders' increased knowledge).

4.2.3 Duplication risks/complementing actions

Applicants should describe the work of other actors in the region or the country that the project relates to, and justify the project's relevance in relation to other actors' work on similar issues in the area or region. It is also important that the application contains a discussion concerning any risks of duplication. If there are other actors in the same area with similar activities, collaboration should be encouraged or considered. If collaboration is not planned, or possible, the *applicant* should discuss how the project can complement existing efforts.

4.3 Implementation of the project

4.3.1 Specific objectives

The specific objectives of the project should be described under these sections. A minimum of one and a maximum of four specific objectives must be included in the application. The specific objectives must contribute to the project goal being achieved. The specific objectives are formulated, like the project goal, as a positive condition after completed activity(ies). See the examples in the boxes. The specific objective should also explain how the project's target group(s) benefits from the specific objective.

4.3.2 Indicators – how do we know we have succeeded in achieving the objectives on different levels?

The indicators are used to determine whether the project's goal and specific objectives have been achieved. It is crucial that these are concrete and specific. An indicator is used to observe and measure the achieved change. The indicator must be exact and can be quantitative or qualitative (i.e. it measures or describes the difference we see in what we wanted to change: increased participation of women, organizations' strengthened internal structure, increased understanding of the importance of equality, etc.)

For example, if the project's specific objectives concern increased capacity in advocacy skills in order to promote women's participation at the local level in a given country or region, the indicators should be used to show whether or not the objective has been achieved. In this case, an indicator could be that X% of the participants can use tool A, B, or C for advocacy work. Note that since this specific objective only deals with capacity of advocacy skills among the participants in the activity, the number of radio features or articles in local newspapers will *not* be indicators for this objective. Instead, they are indicators for a possible objective that mentions increased attention in the media concerning women's participation.

The information needed to respond to, or to establish the quantity in, the indicators are taken from the indicators' *sources of verification*. These could, for example, be interviews, surveys, 'before and after' knowledge tests, listener surveys, newspaper archives, observations, and so on.

Examples of specific objectives:

1) Local women's organizations have strengthened their capacity to exercise influence in order to promote women's participation in local peace processes.

2) Local leaders and politicians have been given information on UNSCR 1325, women's rights, and the importance of women's participation, and understand how this relates to the local peace process.

Examples of indicators and (*sources of verification*) at different levels:

Indicators for the project goal
- Number of women who have been present in the local peace processes in the Kambal region of Criseland.
(• List of participants from the meetings)

- Number of women who actively participated in the peace processes in the Kambal region of Criseland.
(•Interviews/surveys)

Indicator for specific objective (1)
- The local women's organizations have been trained in, and can use, tools A, B, and C for advocacy work.
(• Concrete applications of the tools
• Number of participants from completed training courses)

Indicator for outcome b (see page 4)
- Number of invitations sent from local leaders/politicians to women's organizations in which the organizations are encouraged to send representatives to the meetings in the local peace processes.
(• Invitations that reached the organizations)

4.3.3 Outcome – which effect should the specific objective have on the activities target group?

The *outcome* of the project explains the effect the specific objectives, when achieved, are expected to have on the people who were the target group in the activities. This could, as an example, be changed behavior or work routines. The outcome should not be a repetition of the specific objective, but instead show what the objective led to among the participants, in relation to the project goal.

4.3.4 Activities – the 'how' of the project

The activities should help achieve the project's goal and specific objectives. The activities should be as clear as possible, describe the intended target group and where they are to take place. It should be clear how the activities relate to the organization's *theory of change*. It should also be described *how* and *in what way* the activities are to be carried out, and how they lead to the project's specific objectives. Again, it is important that the activities are not described as objectives in themselves, but that they describe the concrete implementation of the project and how they contribute to the specific objectives and the overall project goal.

4.3.5 The activities' direct target groups – the people the activities are directed at

The activity should always indicate the direct target group (see also 4.2.2) and the geographic area where the activity is planned to take place. This is important in order for the FBA to assess the value of the activity, both in terms of effects and spread, but also in relation to relevance and the country's needs. Avoid general terms concerning the target group; instead, be specific concerning who the activities are directed at. For example, participants from a partner organization (if so, indicate which), how many participants are expected to take part, and how and where the activities will be carried out.

4.3.6 Time frame

The time frame is important in order to provide an overview of the implementation of the project. This means that the *applicant* presents when, within the project period, the specific activities are to be carried out. The time frame gives an indication of the project's feasibility and how well planning, implementation, and monitoring have been planned as part of the project.

4.4 Partner organizations

Provide a brief description of the project's collaborating or partner organizations in this section. Their purpose, mandate, vision, and current work should be described. In addition, describe their role and responsibilities in the project.

4.5 The project's sustainability

In this section, *applicants* are expected to reflect on the permanent effects that could be sustained after the project has been finalized.

Examples of outcome:

a) Local women's organizations have initiated a dialogue with local leaders and politicians regarding women's participation in the local peace processes.

b) Local leaders and politicians have addressed invitations to the local women's organizations in order to increase women's representation in the local peace processes.

Examples of activities:

i. Seminar series for women's organizations in the Kambal region concerning exchange of experiences, actor mapping, and strategic communication.
(4 sessions of 2 days each).

ii. Training for local leaders and politicians in villages A, B, and C concerning UNSCR 1325, women's rights, and the importance of women's participation.

Example regarding a project's sustainability:

The partner organizations will, with support from the applicant, take an active part in the implementation of the project. This will give them concrete tools and a strong local ownership of the project. The partner organizations will also be able to build their own relations with local decision makers. In order to assure that these tools and lessons learned will contribute to increased capacity in the long term, the organizations will continue to carry out workshops after the project has been completed. The aim with these workshops are two-folded, both to share and spread the lessons learned from the project within their own organizations, but also to share them with other organizations in the Kambal region.

5. Monitoring and evaluation

It is important that the *applicant* describes how they intend to monitor and evaluate the project. This should be included within the time frame of the project. It is also important to indicate how much time the *applicant* intends to put into monitoring. The *applicant* should also specify how the evaluation and monitoring is to be carried out, and which components will be taken into consideration.

6. Budget description

The resources – the input – required for implementing the project is presented here. The budget must be presented in the FBA's budget template, which can be downloaded from the FBA's webpage. All the costs related to the project should be specified. For information on regulations linked to budget, reallocations, administrative costs etc., please see the FBA's conditions. The project's budget description should clearly indicate how the project funds are to be used. In the budget description, it is important that costs contained in administration/overhead (OH) are limited to that category, and that they are not included under other headings in the budget template. Costs for staff and administration/OH should be estimated and presented. Please comment (both in the budget and budget description) on the percentage of social-security contributions (or equivalent) etc. included in the total amount/month.

Administration/OH should cover costs related to equipment, financial management and monitoring, central staff support and administration, information and security, IT systems and support, registry and archiving, office services and telephony, front office and service agreements, and general legal support.

This section must also clarify whether the *applicant* intends to transfer funds to a partner organization. If funds are to be transferred to a partner organization, the *applicant* must describe how this will be carried out and what control and checks the *applicant* will undertake to ensure the recipient's administrative capacity with regards to financial reporting and auditing.

The *applicant* should discuss the cost-effectiveness of the project and describe how resources will be used in an efficient way. It is positive if the project is as cost-effective as possible in relation to the effects the project is expected to result in. FBA always looks at all applications in order to determine where the funds can be of the greatest benefit for their intended purpose. It is also important to consider the size of the project's impact: how many people and which actors (for example groups and organizations) the project has the opportunity to reach out to, and what long-term effects the project can have.

7. Project plan

The project plan is a tool for the *applicant* to provide an overall summary of the project, and should include a brief summary of all the project's components.

8. Risk analysis

Risk analysis

The risk analysis must provide a good overview of the main risks for the project, i.e. potential events or circumstances that could prevent the project from reaching its objectives.[1] The analysis should also clarify how the *applicant* intends to prevent or manage these risks. With a thorough risk analysis, the *applicant* shows that the project has been planned carefully, which also increases the likelihood that the project will succeed. The risk analysis attached to the application should describe both internal and external risk factors. Among these, factors such as corruption, the security and the political situation in the country or region, staffing, and logistical difficulties are important.

Management of corruption risks

The *applicant* should have routines and frameworks for managing corruption risks. This means that the *applicant* should, in the risk analysis, discuss how to avoid internal and external corruption and the measures

[1] http://www.forumsyd.org/PageFiles/1075/Handbok%20f%C3%B6r%20ans%C3%B6kan%202014.pdf?epslanguage=sv

available to handle this. The FBA defines corruption as 'misuse of confidence, power, or position for improper gain. Corruption includes the taking and giving of bribes, embezzlement, non-competence and nepotism.' Please note that FBA has a '*Whistleblower'* function on its webpage. It can be used if someone inside or outside the project suspects that FBA funds are being, or have been, used in an improper fashion.

9. Additional information: If clarification is needed

In certain cases, FBA may ask the *applicant* to clarify certain sections of the application. Please note that this clarification should consist of the concrete information the FBA could not get out of the project application. A clarification does not include the opportunity to compose a new project application. A clarification does not always mean that the application was poorly written. It could be a way for the FBA to get answers to questions that arose during the reading of the application, or in order to see a stronger link to aspects the FBA sees as especially relevant.