

Guidelines on project proposals for the 'Partnership Projects for Sustainable Local Development' (Nakopa) programme

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These guidelines provide helpful information, explanations and key questions for you to use when completing your project proposal for the Service Agency's Nakopa programme. The proposal requires you to supply information on the municipality (or municipal association) submitting the proposal, the partner municipality, and various other items of information on the content, organisation and design of your project. Please answer the questions as concisely and informatively as possible. The assessment of your project's eligibility for support will be based on the information supplied in the project proposal.

A proposal will be deemed to have been submitted, and its eligibility for support can then be assessed by Engagement Global/The Service Agency Communities in One World (EG/the Service Agency), when the following documents are received that have been completed in full:

- Project proposal form (Word form)
- Cost and Financing Plan (Excel form)
- List of objectives and activities (Word form)
- Declaration of partnership (Word form)

Project proposal form

A. Information on the municipality (or municipal association) submitting the proposal and the partner municipality

1. The **municipality submitting the proposal** may in some cases be a municipal association. If funding is approved, the entity submitting the proposal will then become the contractual partner of Engagement Global gGmbH. If the proposal is submitted by a consortium of municipalities, please enter the details of the lead municipality. Other municipalities should be listed at C.4, No. 51 (Actors involved in the project). None of the following details (address, email, phone etc.) should be personalised. The bank details are required in order to enable the transfer of grant funds later on.

Auditing unit: If the grant recipient has an auditing unit of their own, that unit must perform a preliminary audit of the final statement. We recommend that you involve a municipal legal body in the project early on, in order to discuss the handling of the project internally early on, should funding be granted. At this point in time, however, this is not a precondition for submission of a proposal.

2. **Authorised signatory:** The individual specified here is the legal representative of the municipality – usually the mayor or district chief executive – who also signs the proposal.
3. **Contact person:** The individual specified here is a member of the municipal administrative staff who, on behalf of the legal representative of the municipality, manages the project and is authorised to take action accordingly, including vis-à-vis EG/the Service Agency (e.g. when making calls for disbursement, etc.). Should the contact person be replaced in the course of project implementation, EG/the Service Agency must be notified in writing.
4. **Name and address of the partner municipality:** as at A.1
5. **Contact person for the project in the partner municipality:** as at A.3
6. **Information about the partnership**
 - **Status and basis of the partnership:** Here, the term 'status' refers to the category of inter-municipal relationship, e.g. official twinning scheme, friendship or informal link. The term 'basis' refers to the contractual agreement for the partnership, e.g. partnership document, project agreements, memorandum of understanding, declaration of intent etc. Please also specify here the year in which the agreement was concluded.

- **Joint project experience:** Here you should describe your cooperation to date. If you have already implemented joint projects together with your partner municipality, please describe selected examples (describe a maximum of three examples, if possible in the development cooperation context). For each example please specify the project title, project duration, measures implemented (bullet points) and the type of funding, and briefly summarise the course of the project and its results. If you do not yet have any joint project experience, please also indicate this.

B. Brief information on the planned project:

- **Project title:** Please provide a product title that is as apt as possible. Ideally the title should contain the project objective rather than planned measures; it should relate to the target group and the geographical area of activity. The title in the official language of the partner country should correspond to the German title.
- **Country:** Please specify the country where the project is to be implemented.
- **Region:** Please specify a region in the partner country, similar to a federal state in Germany.
- **Duration:** Please use the format DD.MM.YYYY. Please note that the project must begin in the year the proposal is submitted, and the project term may not exceed 36 months.
- **Size of grant you are applying for:** Please indicate here the size of the grant, not the total project expenditure.
- **Summary of the project idea:** This summary will serve as a brief description that will be passed on to the German Federal Ministry for Economic Cooperation and Development (BMZ) and the Federal Foreign Office, in order to provide them with information on the project. It should provide a brief but comprehensive impression of the envisaged trajectory of the project and the results to be achieved.
- **Avoiding chains of funding or duplication of funding:** Each supported project must be a self-contained project in its own right, and must be implemented independently of any other support. Please note that no other funding from the German Federal Government or Engagement Global may be applied for or have been approved for the proposed project or its individual activities.

C. Programme-specific proposal

1. Background and planning of the project

- **Context and problem analysis:** Please provide information on the region in which the project is planned (village, target communities, province), insofar as this is relevant to the project. Please describe for instance the socio-economic structure in the region, the existing infrastructure (education, health), the delivery of public services (e.g. water, energy), transport links etc. What tasks does the municipality perform in the region? Please also refer to any national strategies and programmes in the partner country that are relevant to the project. Key to the problem and needs analysis is identifying particularly those points that are important for and relevant to the planned project. The problem analysis forms the basis on which you will identify the project's objectives, procedure and specific measures, as well as the action required.
- **Target groups of the project and their participation in project planning:** Who are the direct beneficiaries of the project? Please describe the target group, and disaggregate the group by its key features. Describe the size of the target group as a whole, its social affiliation and other key features relevant to your specific project (e.g. men/women, members of disadvantaged ethnic, religious or other minorities, youth, persons with disabilities etc.). How do members of the target group

generate their livelihoods? Does the target group already possess self-help structures on the ground that the project can work with? What contribution will the target group make towards implementing the project? Please also describe how the target group was involved in planning the project. Are there any other actors involved in the project (e.g. multipliers, teachers, cooperatives, municipalities etc.) that will make a key contribution toward its success and toward ensuring its sustainability?

- **Preparation of the project:** Who initiated the planning of the project and how was the project developed? Are you in possession of realistic planning documents? Please describe the processes of communication and coordination with your project partner, non-governmental organisations and other governmental agencies. Did you plan the project together with your partner municipality as equals?
- **Registration and transfer of funds:** The question as to a possible need to register the project in the partner country and ensure the transfer of funds through municipal accounts need not necessarily affect the assessment of your proposal. These questions are rather designed to support project planning and raise awareness of these issues.
- **Involvement of other donors:** Do projects or plans for projects by other organisations that pursue similar objectives to your project already exist at the project location? Are there other donors implementing projects in the same area of activity – particularly in your partner municipality or in the immediate vicinity – with the same objectives in relation to target groups and themes? If so, is any harmonisation taking place or is harmonisation planned? Which donors might you be able to partner with?
- **Will a chartered accountant be required to prepare the final statement?** If original vouchers cannot be exported from the country (i.e. if the export of vouchers is prohibited), certified copies must be produced which can be submitted for audit. We recommend that you obtain these from project partners during project implementation, so that you can quickly supply the information in case of audit later on.

If the export of vouchers is prohibited, a chartered accountant may be commissioned to perform a preliminary audit. The expenditure incurred for this can be included as eligible expenditure in the Cost Plan under operating costs. Please refer to the information sheet 'Chartered accountant' for further details.

2. Objectives of the project as per the list of objectives and activities

- The term **objectives** is understood to mean the targeted changes for the target group, not the planned activities. These include:
 - **Overall goal:** The overall goal relates to the Sustainable Development Goal (SDG) pursued by the project. It is defined as a desired state of affairs in the sense of an overarching, long-term development goal (in the wider context) to which the project makes a contribution. Please formulate only one overall goal, and relate this to a specific Sustainable Development Goal of the 2030 Agenda. One conceivable example would be 'The project makes a contribution toward climate action and climate resilience in xy as envisaged in SDG 13'.
 - **Project objective:** The project objective describes a state of affairs that is to be achieved through the project. The achievement of this project objective is a knock-on effect caused by the achievement of all the project results. The key question is, what outcome is the project supposed to achieve in the specific project region, e.g. 'Energy production for the population xy was promoted, and CO₂ emissions reduced'.

- **Sub-objectives:** specify all the desired improvements for the target group that the project is expected to generate and which together represent the project outcome. The key question here is, *what results* is the project designed to achieve, e.g.
Sub-objective 1: 'The installation of a solar power guarantees the continuous supply of power to institution x.'
Sub-objective 2: 'The population in the participating municipalities are more aware of climate change and are familiar with possible action to protect the environment.'
- **Indicators:** can theoretically be formulated at any level (overall objective, project objective, sub-objective or activities). For this proposal, however, it is only important to formulate them at the level of sub-objectives. When the project comes to an end, the indicators will be used to measure whether the project objective (*target status*) has been achieved. The indicators are based on the actual situation when the project begins (baseline status), and are used to measure the changes that occur as a result of the project. They should be based on specific measurable values that can be measured at the beginning and at the end of the project. For each sub-objective, please specify at least one and no more than three indicators.
- **Data collection method and source:** Please describe using key words or bullet points what methods you will use to measure changes, and what tools and basics are available to you. E.g. meter readings, filling levels, surveys, participant lists, photographic records.

Examples include:

Re. sub-objective 1: 'After installation of a solar power system, institution x has y hours of electricity per month/the power supply was increased by z%.'

Re. sub-objective 2: 'The number of citizens in municipality x who are actively involved in climate change mitigation programmes and are well-informed about the problems associated with climate change, has risen by z%.'

Please also note the following quality criteria for indicators:

- The link between the sub-objective and the indicator must be clear and logical.
 - It should be possible to measure the indicator values (regularly) without excessive effort or expense.
 - The definition of the indicator's measurable value must be based on what can realistically be achieved with the planned resources (labour, money, materials and time).
 - Indicators can also involve qualitative descriptions of the changes (e.g. descriptions provided by the target group themselves or obtained through surveys).
- **Activities:** The activities form the lowest level in the planning hierarchy, and should in their entirety ultimately lead to the achievement of the desired sub-objectives. This means that for each sub-objective you need to determine what actions, activities and steps of work need to be implemented, and who is responsible for this. The key question here is, what needs to be done by whom in order to achieve the sub-objective in question?
All activities must be **supplementary and project-specific**. Already established activities/series of events that would take place without the Nakopa programme are ineligible for support.
Please therefore specify the planned activities for each sub-objective. Here you need to make clear which activities belong to which sub-objective by using a sequential numbering system. Please

describe the activities as concretely as possible, and base your description on the following information: planned location, actors involved, target groups, procedure and tools used to measure the indicators (e.g. questionnaires, lists of participants, energy balance sheets etc.).

E.g.:

Activities for sub-objective 1:

1.1 'Compilation of the technical data for the installation of solar panels on 4 school roofs' by professional experts

1.2 'Installation of four solar panels' by the service provider

1.3 'Continuous (monthly) monitoring of the functionality and efficiency of the equipment' by professional experts

Measure for sub-objective 2:

2.1 'Discussions between experts from the two municipalities and identification of options for future action'

2.2 'Conduct of a (one-day) public information event involving interested citizens from the German municipality concerning the problems associated with climate change in the partner municipality', organised by the municipality together with the partnership association

2.3 'Preparation of materials (in the form of flyers on climate action) for the information and education work for citizens in district xy', organised by the municipality together with the partnership association

- **Activities to support the project:** Here you can describe further activities that are not directly related to a sub-objective, e.g. project management and administration, transport, evaluation by external consultants, project support journeys etc. We recommend that you also number these.
- **Description of the planned causal links:** If effectiveness is to be measurable, and therefore evident, it is necessary to define in advance what effects are to be generated. The term results is generally understood to mean positive and negative, and primary and secondary long-term effects that are caused directly or indirectly, and intentionally or unintentionally, by implementing a project. This is based on the explicit and implicit assumptions concerning causal relationships in the project. Please describe these assumptions in 2-3 sentences, and explain how the sub-objectives will contribute towards the achievement of the project objective, and how this relates to the overall context of the overall objective.
- **Sustainability and financing after completion of the support:** Projects whose sustainability/continued financing after completion of the support are not guaranteed, are ineligible for support. Please therefore describe in detail how you will ensure that the project is sustainable after completion of the support (possibly including a feasibility calculation). This also includes the upkeep and maintenance of buildings, and reinvestment/replacement investment. In case of procurement of machinery and equipment: are the supply of spare parts and maintenance guaranteed? Who is responsible for maintenance, upkeep and repair? How will you ensure that the structures established in the project (e.g. self-help groups, water committees, women's cooperatives) will remain operational, and that the knowledge transferred through training measures is applied and where appropriate passed on? Who will meet the costs incurred after completion of the support? Will the project generate costs that the partner municipality will be unable to continue meeting? What arrangements have been made concerning the ownership rights and responsibilities among the actors involved? Who will the buildings and material assets financed

through the project be handed over to after completion of the project? How will the planned measures be made environmentally sustainable (this applies particularly to projects for agriculture, natural resource protection or climate change mitigation, and projects in which negative environmental impact might arise such as wastewater, pollutants from teaching or processing facilities)? Here a distinction should be drawn between economic, social and environmental sustainability.

- **Risks and risk-reducing measures:** Please describe the environmental factors and risks that may affect the implementation and the success of the project. Describe also measures designed to minimise these risks. Please first of all explain briefly what context-specific (socio-cultural, political and environmental) risks exist in relation to your project, and what you intend to do in order to prevent these risks from materialising, or to limit the damage caused if they do materialise. If appropriate you can then go on to describe these risks and how you intend to manage them in further detail. For projects in fragile states and conflict contexts, for example, it is necessary to pay special attention to the security situation.

3. Development-policy context of the project

- **Contribution made by the project to the internationally agreed goals of development cooperation** The BMZ provides an overview of all the relevant documents here: <https://www.bmz.de/de/agenda-2030> Please specify using keywords only the goal to which your project will make a significant contribution. The project should be developed in the context of the international goals and principles of development cooperation. Particularly relevant are the **Sustainable Development Goals (SDGs)** or the **Busan Partnership for Effective Development Co-operation**.
- **Strategies at the nation/regional/local level in the partner country:** Examples include Poverty Reduction Strategy Papers (PRSPs) (in Germany the national Action Plan for the Inclusion of Persons with Disabilities) or local development plans. Please specify here any of these strategies that the project includes.
- **BMZ strategy papers:** All strategy papers can be accessed on the BMZ website: <https://www.bmz.de/de/aktuelles/publikationen> Please give just the title of the paper to which your project relates in a significant way. Please also note Strategy Paper 455_06_2018: 'Development policy 2030: New challenges – new solutions'. Please list no more than three relevant strategy papers. The Service Agency will be glad to support you in selecting the appropriate documents.
- **Addressing gender issues:** This is where you should describe how you have incorporated different life situations, interests and potentials of women and men into your development project. Have you taken the concerns of women and girls into account in appropriate ways?
- What approaches will be pursued in the project in order to **improve educational status and boost economic stability** in the partner municipality? As a contribution to the German Federal Government's 'Marshall Plan with Africa', projects with African municipalities should pursue approaches that aim to mainstream improved education and economic stability. Key themes include the development of economic structures, the creation of new jobs and training opportunities, the development of production chains, and the systematic promotion of agriculture and SMEs. Click here to find out more <https://www.bmz.de/de/laender/marshallplan-mit-afrika> Please describe the activities that will have a direct effect on improving education and the economy in your partner municipality.

4. Participants

- **Harnessing local government expertise:** Please explain explicitly how you intend to integrate local government expertise in the project, so that it becomes clear why the project must be implemented by a municipal project executing agency rather than an agency in the private sector. How and through which individuals (indicate job titles) will the transfer of expertise take place. Which

different (specialised) offices and departments will be involved? Please describe in detail the roles and responsibility is of the respective municipal actors in the project, such as financial and administrative project management, contracting and procurement processes, awareness-raising measures etc. Please refer here to both the German municipality and the partner municipality, and if applicable discuss the role of municipally-owned enterprises.

- **Actors involved in the project:** Please list other local initiatives and associations that will support implementation of the project through networking, cooperation, consultancy or other inputs provided free of charge, and explain their respective role and tasks in the project. Please include a special focus on the role of donors of third-party funding. Actors involved in the project may include local institutions and organisations based in Germany or the partner country. Their core task is to support the project executing agency and the partner municipality in project planning and implementation, e.g. through networking and cooperation with the partner on the ground, or by providing advisory inputs and expert dialogue. Also include actors with which you do not yet have any links as of the date of submission of the proposal, but with which you do intend to develop such links, and explain briefly how you intend to go about this. Please also note that actors involved in the project must not pursue any financial interests. When service providers (e.g. universities or consulting firms) are commissioned, the applicable procurement criteria must be complied with. Usually they will not fall under the category 'actors involved', and therefore need not be described here. In this connection we also refer you to our separate information sheet on the award of contracts.
- **1/3 rule:** If local initiatives and associations play an important role in maintaining the municipal partnership, and make an appropriate contribution to the partnership project being proposed, **funds** equivalent to up to 1/3 of the grant amount may be **transferred onward** to these initiatives/associations. Appropriate arrangements for this must be stipulated in a private law contract. If municipal funds are transferred to participating actors in Germany or abroad, the corporation agreement is entered into must be attached to the final statement. The Service Agency will audit the completeness of the documents – not the content of the agreements. Please note that funds may not be transferred to municipally-owned enterprises or associations that are organised under private law and are not tax-privileged. Nor may funds be transferred to private individuals.
- **Written declaration of intent by the partner municipality:** Please attach to your proposal a signed letter from the municipality confirming that they intend to participate in the project, and making clear in 2-3 sentences why they need to implement it. This document must be signed by a senior representative of the project municipality. It can be downloaded from our website in English.
- **Involvement of the council:** Here we are referring to the municipal council, or the equivalent body for your territorial entity. A council resolution is not required for submission of a proposal, but we do recommend that you obtain one.

5. Communication structures and communication

- **Other communication platforms:** Please indicate here which platforms and strategies for communication (e.g. fixed regular meetings, steering committee or video conferences etc.) you will use when implementing the project. This information will facilitate the assessment of your cooperation with partners when implementing the project.
- **Language:** Please indicate the language in which those responsible for the project will communicate, and whether costs will be incurred for translation/interpretation services. These costs must then be included in the cost plan. This information will not be used to assess your proposal. It will be used merely to estimate the costs.

- **How will you publicise the project in your municipality? Have you already performed any publicity work?** Please describe here what steps you have already taken or plan to take to help publicise the Nakopa project and the partnership (e.g. newspaper articles, flyers and brochures, public events etc.).
- **Journeys to support the project and missions:** Please describe in detail how your planned journeys will help achieve the project objectives and why they are necessary. Journeys are made to support the project, and should be distinguished from journeys made in relation to specific measures (e.g. training, implementation etc.). Please specify the number of persons making the journey and their functions, as well as the purpose of the journey insofar as this has already been defined. The conduct of tourist activities in conjunction with such journeys is ineligible for support under the Nakopa programme. The names of the persons undertaking the journey and a schedule must be discussed and agreed on with the Service Agency no later than 10 days prior to the journey. Please also refer to our separate information sheets on journeys and emergencies/crises.

6. Statistical data

- **Geographical region:** Please specify the region in which your project will be implemented by selecting from the options included on the DAC list.
- **Themes addressed:** Please award a score of 0-4 for each of the themes. For all themes, a combined total of four points should be awarded.

0 = This theme is addressed only minimally or not at all in the project (0%).

1 = The theme is addressed to a certain extent in the project (25%).

2 = Addressing this theme is a major part of the project (50%).

3 = This is the core theme of the project (75%).

4 = The project addresses this theme exclusively (100%).

NB: You should award a total of at least 2 points for the themes 'municipal services of general interest' and/or 'good local governance' (i.e. the project should devote at least 50% of its efforts to addressing these two themes). The other themes that you mention will not affect the assessment of your project proposal. There are no quotas for the individual themes addressed by projects. This information is collected for statistical purposes only.

- **Target group:** Which target groups does your project aim to reach? You can specify more than one.
- **Public outreach:** You may tick more than one box.

7. Notes on construction projects

Please note the points concerning construction projects on the form.

D. Declaration

Please note in particular the passage on compliance with the EU sanctions regime.

E. Date and signature of authorised signatory

See A.2.

Cost and Financing Plan (C&F Plan)

Please enter in the Cost and Financing Plan the exchange rate on which the plan is based. Please note that if the C&F plan is subsequently revised the date must be adjusted.

- **Cost Plan:** The Cost Plan is broken down into individual items (investment; capacity and competence development; preparatory, accompanying and evaluative measures; accompanying measures in Germany; operating costs; local personnel). Please refer to our separate information sheet regarding the allocation of planned expenditure to the relevant cost categories. Add up the various amounts for each item of expenditure to obtain a single figure in € for each item. Then add up these figures for each item of expenditure (1-6) and enter the sum as the sub-total for items 1-6. Under point 7 (reserve) you can then apply for a lump sum of a maximum of 3.5% of the sub-total for items 1-6 by entering the figure in the corresponding box. This reserve is designed in particular to offset cost increases that may occur over a long period of time, e.g. in case of exchange rate fluctuations. Next, enter the lump sum for administrative overheads in line 8. This can amount to a maximum of 7% of the sub-total (for items 1-7). Finally, add this to the sub-total in order to obtain the figure for total expenditure. Please work with rounded figures for total expenditure as far as possible so that the percentages show no more than one decimal place after the point.

- **Breakdown of personnel costs:** Please list the project personnel in the partner country in the table provided. Please specify the average monthly remuneration, and the number of months spread across the financial years. The personnel costs must also be entered in the Cost and Financing Plan.
- **Financing Plan:** Please enter in the Financing Plan the amounts of money that will be provided by the grant recipient, the partner municipality or other providers of third-party funds. Please note that in the Financing Plan you must specify the names of all providers of third-party funds. The sum of these contributions must be at least 10% of the total.. This percentage accounted for by these contributions must remain constant across the financial years. In projects running over several years, the percentage provided in the first year of the project may be higher.

Should you have any further questions please get in touch with us. You are also welcome to submit first draft proposals by email, on which we would be glad to provide you with our feedback.