****

**CSO logo**

**Local CSO Initiative Note (NIONG)**

***Please specify whether this is (tick the appropriate box):***

* **A single-country project**
* **A multi-country project (if the project is designed to support a project covering more than one country)**
* **A project aimed at organizing and reinforcing the non-profit sector**
* **A Project dedicated to Education to sustainable development and global citizenship (global education)**

**Project title:**

**Country where the project is to take place:**

**Name of the leading CSO:**

**Name of the project lead expert, their role within the association and contact details:**

**Date this document was created:**

**Where applicable, the date for this document, if this is a new version**

Documents to be submitted with the NIONG

(Please delete page prior to submission)

**Documents to be uploaded to Oscar**

* A copy of the applicable articles of association that has been dated, signed and certified as “true to the original”, either by the president or director of the CSO, or any other authorized individual
* A copy of the declaration of registration with the relevant authorities in the country and a copy of the publication in the official gazette (if this exists)
* A list of the members of the board, the executive board and the management plus their contact details, including the date of the last election, dated and signed by the president or director of the CSO
* Identity documents and CVs for the association’s legal representatives
* A dated organizational chart (‘Other documents’ in Oscar)
* Chair’s report and a report on operations from the last three years
* The minutes from the most recent meeting of the General Assembly (or, failing that, the order of business from the most recent meeting of the General Assembly and the main resolutions, in addition to any document providing evidence of commitments and action taken, as well as evidence of community activities)
* Balance sheets and profit-and-loss accounts (certified by a competent authority, such as an external auditor, and/or approved by the General Assembly) for the last three financial years, revealing the public or private origin of the financial resources to be uploaded to Oscar[[1]](#footnote-1)
* The estimated budget for the current financial year
* A list of the private co-financing organizations to have made a contribution of more than 15% of the most recent approved annual budget for the CSO and/or the project/program; if there were no private co-financing organizations, a statement confirming that no private contributor contributed 15% or more of the annual budget must be uploaded to Oscar (CSO Information - Financial Years)
* The CSO’s strategy document, if such a document exists (‘Other documents’ in Oscar)
* An explanatory note signed by the CSO (see template in the methodological guide and on the website afd.fr - Appendix 6) covering the following:
* Good practice in terms of the CSO’s governance and transparency with regard to decision-making processes
* The existence of ethical rules
* The existence of rules on internal controls and reports
* The existence of procedures for purchasing and the awarding of contracts

TABLE OF CONTENTS

[**I. PROJECT LOCATION** 7](#_Toc156558794)

[**II. PROJECT INFORMATION** 8](#_Toc156558795)

[**III. PROJECT CONTEXT AND KEY ISSUES** *(no more than 3 pages for continuations and 5 pages for a new project)* 8](#_Toc156558796)

[**IV. PROJECT CONTENTS** *(no more than 10 -15 pages)* 12](#_Toc156558797)

[**V. BUILDING THE CAPACITIES OF YOUR CSO AND/OR PARTNERS** *(no more than one and a half page)* 16](#_Toc156558798)

[**VI. PROJECT RISKS AND SUSTAINABILITY** *(no more than two pages)* 17](#_Toc156558799)

[**VII. communication and visibility** *(no more than half a page)* 17](#_Toc156558800)

[**VIII. SPACE FOR COMMENTS ON THE Estimated budget** *(no more than half a page)* 18](#_Toc156558801)

[**IX. FIDUCIARY RISK MANAGEMENT PROCEDURES + ANNEX 7** 18](#_Toc156558802)

[**Appendix 1: LOGICAL FRAMEWORK** 21](#_Toc156558803)

[**Appendix 2: INFORMATION ON YOUR PROJECT’S MAIN PARTNER(S)** 24](#_Toc156558804)

[**Appendix 3: SUMMARY OF THE LAST EVALUATION** 25](#_Toc156558805)

[**Appendix 5: MAP(S) AND OTHER DOCUMENTS FELT BY THE CSO TO BE RELEVANT (this includeS studies, diagrams and technical report add-ons)** 28](#_Toc156558806)

[**Appendix 6: LIST OF PARTNERS OR STAKEHOLDERS IN RECEIPT OF REALLOCATION (FIRST AND SECOND LEVEL)** 29](#_Toc156558807)

[**Appendix 7: COMPLIANCE QUESTIONNAIRE – PROJECT ANALYSIS** 30](#_Toc156558808)

1. **TRANSPARENCY NOTICE[[2]](#footnote-2) *(no more than three pages)***

****

**Logo of the CSO**

**Transparency Notice**

|  |  |
| --- | --- |
| **Name of the association** *(acronym and expansion where applicable)* |  |
| **Website** |  |

|  |  |
| --- | --- |
| **Project name / Short text:** | *< 20 characters* |
| **Project name / Long text:** | *< 200 characters – This should be clear and accessible to the general public* |
| **Project/program location** | *The country/countries, town(s), district(s) or region(s) in which the project/program is to be implemented* |
| **Project type** | **Field project, project aimed at organizing the non-profit sector or Education to sustainable development and global citizenship (global education) – please specify** |
| **Main themes** |  |

|  |  |
| --- | --- |
| **Previous project carried out with a French CSO which led to co-financing through AFD’s CSO-I (CSO Initiatives) mechanism**  **Please specify whether this is a new phase of the same project or if this is a new project** | **Project name, location, years of implementation and name of the French partner who led the project (mandatory)** |
| **Or**  **Previous project financed directly or indirectly, through a French CSO, by the AFD Group (other than I-OSC)** | Project name, location, years of implementation, AFD department that awarded the grant + contact (or name of the French partner that carried out the project if the financing was indirect)  (**mandatory**) |

|  |  |
| --- | --- |
| **The project’s main non-profit and, where applicable, institutional partners** |  |
| **Members involved (If project/ program led by a consortium)** |  |

|  |  |
| --- | --- |
| **Objectives** | **Overarching objective:**  **Specific objectives: *No more than three*** |

|  |
| --- |
| **Overview of the project:**  *< 1,000 characters, with spaces - This description must be clear and concise.*  *It shall outline the contents of the project and be accessible to the general public*  **Key issues the project is seeking to address and key observations from the preliminary assessment:**  **The skills, experience and expertise of your CSO and your partners relevant to addressing these issues:**  **Project background and origin:**  **Main targets by the end of this 3 years phase (both quantitative and qualitative):**  **Main targets by the end of the project[[3]](#footnote-3) (please specify planned duration):** |

|  |  |
| --- | --- |
| **SPECIFIC OBJECTIVE 1:** *(No more than twenty lines)*  *Outline the key issues and expected outcomes; key activities for achieving these outcomes*  *Outline the main performance indicators for activities, with figures, plus the intended targets*  *Outline the main indicators for expected outcomes (one to two) and the timeline*  **SPECIFIC OBJECTIVE 2:** *(No more than twenty lines)*  *Outline the key issues and expected outcomes; key activities for achieving these outcomes*  *Outline the main performance indicators for activities, with figures, plus the intended targets*  *Outline the main indicators for expected outcomes (one to two) and the timeline*  **SPECIFIC OBJECTIVE 3:** *(No more than twenty lines)*  *Outline the key issues and expected outcomes; key activities for achieving these outcomes*  *Outline the main performance indicators for activities, with figures, plus the intended targets*  *Outline the main indicators for expected outcomes (one to two) and the timeline* | |
| **Target groups**  *Details and figures must be provided* | **Direct recipients:**  **Indirect recipients:** |

|  |  |
| --- | --- |
| **Project total duration** | **………years** |

|  |  |  |
| --- | --- | --- |
| **Project total cost** | **……… €** | **100 %** |
| **AFD financial contribution requested** | **……… €** | **….. %** |

*Please remove all comments in blue and footnotes from the NIONG before submitting (font Times/size 11).*

*The proposed subparagraphs must be included in the form of subtitles when they are formulated in the form of questions.. All text in blue is to be deleted.*

1. **LIST OF ACRONYMS AND INITIALISMS USED IN THE DOCUMENT (in list form)**
2. **PROJECT DESCRIPTION** *(no more than 20 to 25 pages).*

***The Partnerships Department/Civil Society Organizations Division (MPN/CSO) reserves the right to reject proposals which exceed the maximum number of pages.***

***The purpose of the NIONG document is to allow CSOs to make the case for their funding requests. The NIONG shall fully reflect a project in all its complexity: it shall explain the thinking behind it (targets, expected outcomes, main activities), the origins of the project, priorities, key issues, desired impacts, the available resources and how the project will be implemented.***

***It must be clear and relatively concise but detailed enough. Each section must relate to CSO Initiative requirements and priorities and must be sufficiently thorough.***

**Project summary (in 10 lines):**

# I. PROJECT LOCATION

***A detailed map shall be included in the appendix for single-country projects. For multi-country projects, maps should be inserted into the “country profiles”.***

1. The town(s), district(s) and region(s) where the project is to take place
2. Is all or part of the project to take place in a sensitive area (orange and/or red zones as classified by the French Ministry for Europe and Foreign Affairs (MEAE)[[4]](#footnote-4))? *If yes, please specify which areas*.
3. Money transfers *Tick the box that applies*

 No money will be transferred to local people as part of the project, nor will any economically exploitable resources[[5]](#footnote-5) be made available.

 If money will be transferred and/or economically exploitable resources[[6]](#footnote-6) made available to local people as part of the project, please provide details

* On the nature of these transfers and resources (e.g., social safety nets, payments for high-intensity labor projects, per diems, economically exploitable resources), the type of beneficiaries and explain how they will be issued (e.g., cash, mobile banking, or financial services)
* Please indicate whether or not you wish to apply for a vetting exemption for recipients

yes                      no

* If yes, please specify the **nature of the project** justifying that recipients of aid should be exempt from screening (one choice only, to be explained):

 Project taking place in an area covered by a UN Humanitarian Response Plan (HRP) or a Flash Appeal

            => Please provide details of the plans for each country, what sectors are covered and how this relates to the project:

* Exception due to specific constraints (such as a need to protect individuals’ identities or a lack of ID documents)
  + Please provide details:

Please note: a specific decision-making procedure will be used for exemption requests.

# II. PROJECT INFORMATION

1. Phase concerned here: please specify whether this is a new Phase of a project *(i.e. project previously implemented alongside a French CSO)* or a new project
2. Project schedule and number of months per tranche:
   * Planned start date:
   * Tranche 1 (number of months):
   * Tranche 2 (number of months):
3. *Where applicable, please indicate the* Number of phases planned for this project beyond this request *if you have already completed the scheduling*
4. Please provide justification for the requested change, where applicable.

# III. PROJECT CONTEXT AND KEY ISSUES *(no more than 3 pages for continuations and 5 pages for a new project)*

***Here please provide an explanation of the project, exploring potential challenges in addition to outlining the relevance of the project and what benefits it will have.***

*The goal is to provide details on the issue your organisation is seeking to address and how you aim to go about doing so. Please also state whether or not any preliminary studies were carried out and provide details of the main outcomes.*

*This section is particularly important for initial funding requests made by CSOs to AFD or for the first phase of a project. You must provide details on the starting point for the project (current context) and outline the project objectives, which will be presented in detail in chapter IV.*

***For recurrences****: please present an overview of the context and the key issues identified during the first phase undertaken alongside the French partner, but the most important thing is to analyze any changes (diagnostic, key issues, partnerships) between phases. For phase 3, focus on the end of the project. You can ask your French partner to complete this section using the information provided when presenting phases 1 and 2.*

* 1. **Project diagnostic and key issues**

*Give precise details on the* ***context*** *of the project, your* ***diagnostic*** *of it and any particular* ***issues*** *the project will address. These may be political or institutional issues (at a national and/or local level) behind the problem which the project has the capacity to act uponsocial, cultural, environmental and/or economic issues with an impact on the problem, and which the project has the capacity to act upon; issues linked to partnerships (strengths and weaknesses)*

***Please pay particular attention to gender issues and youth policies*** *(diagnostic information, key disaggregated data, data analysis and targeted levers for action - see corresponding worksheets).*

***For recurrences: please*** *provide a brief reminder of the issues identified previously, explaining how the context and these issues have* ***evolved****. For phase 3, focus on the end of the project.*

* 1. **Project origin/ genesis**

***The aim here is to tell the story of the project****, how it was conceived and, for recurrences, to provide details of its implementation so far. This section is for presenting how the project came about. You are also to explain the role played by partners/stakeholders in the process of designing the project/program, their relationship with the lead CSO for the project/program,* ***and how the project will seek to address the issues that have been identified.***

***For recurrences*** *: state why the project remains necessary in relation to the issues that were initially identified with your French partner.*

**3.3 The expertise of the stakeholders involved in implementing the project**

***The purpose of this section is to demonstrate that your CSO and your partners have the capacity to implement a project, outlining your experience and your skills in relation to the subject, the theme and/or the geography/geographies in question.***

*You are not being asked here to describe how the project will be organized from a practical perspective - this will be dealt with in chapter IV.*

*Broadly speaking, please explain what it is that gives* ***added value*** *and* ***synergy*** *to your CSO and your partners; provide a brief presentation of your CSO and the main partners; summarize your skills, expertise and experience in relation to the theme and/or the zone being covered; summarize and clearly highlight any actions which you and/or your partners may have previously carried out in this zone and/or on this theme. Where applicable, provide details of past outcomes on the subject in question and/or in the zone in question, and explain the skills which your CSO and your partners either have or will acquire through the project for incorporating issues relating to gender and youth.*

*Please clarify whether or not your French partner will continue their involvement into this 3rd phase, and what their role will be.*

*If the project is being run by a* ***consortium*** *of CSOs (several local and/or international CSOs), provide a brief overview of its members and the synergy between their skill sets, and explain the expected added value of this consortium and the synergy between the CSOs of which it is comprised and other partners.*

***For recurrences:*** *please* ***update*** *information (if there is anything new) on stakeholders and/or any changes to the partners involved in the project. For phase 3, focus on the end of the project.*

* 1. ***If this is for a new phase of a project, irrespective of whether previous phases were funded by AFD, the CSO must explain* how any lessons learned from previous project evaluations will be taken into consideration*. Please specify whether the first phase(s) was/were funded by AFD*.**

1. Main conclusions from the evaluation of the previous phase. *Main findings as to the project’s overall impact*
2. Main recommendations, how they have been taken into account and any changes which may have been made for this phase. *You may wish to present these recommendations in a table*

**3.5 External coherence of the project**

*Provide specific examples of the way in which the project is* ***aligned*** *and* ***in synergy*** *with public policy (whether national, decentralized and/or local) and ongoing schemes involving other stakeholders, where relevant. This information presented is normally derived from the preliminary diagnosis carried out*

**For recurrences***: reference should only be made here to those* ***changes*** *having occurred between the previous phase and this one*

1. Coherence with relevant public policies in the country.ies concerned

*Provide details of the institutional environment in which the project will be taking place (such as the legislative and regulatory framework, where applicable, public policy and reference frameworks the project must align with), how the project dovetails (where applicable or if this is desired) with different public stakeholders (national, devolved or decentralized and/or international) and any potential obstacles or difficulties you may have identified or encountered.*

1. Coherence with schemes involving other stakeholders

*AFD places a particular emphasis on potential synergies within regions (whether national or local) covered by the Project. Here you may show that you have been sufficiently thorough in gathering information on existing schemes supported by other civil society stakeholders or national and international backers (including AFD) in the country/countries and/or region(s) in question, and on possible synergies to explore. You should emphasize the specific added value of the project/program in relation to these other projects and explain your position in relation to other stakeholders, both public and private, as well as how the project dovetails (or does not) with theirs.*

For education on sustainable development and global citizenship activities, please indicate

a) If applicable, the articulation with actions carried out in the formal and non-formal education;

b) If the project foresees the creation of pedagogical tools, **the added value of the pedagogical tools compared to the existing ones**, and how their availability will be ensured in order to guarantee an optimal dissemination.

**IV. PROJECT CONTENTS *(no more than 10 -15 pages)***

*This section should be particularly detailed and written in an informative way, outlining the main expected outcomes/activities/indicators: this is where you describe the thinking behind the project*

*For recurrences, please provide a structured presentation referring to the previous phases: activities which have been retained/removed/added, explaining the reasons behind these decisions, what has been learned and potential changes aimed at boosting its impact. You may wish to call upon your French partner.*

**4.1 Number and [[7]](#footnote-7) Targeted recipients/groups:**

**Number of direct recipients:**

**Number of indirect recipients:**

**4.2. Project implementation strategy: Overarching objective, specific objectives, expected outcomes and main planned activities with indicators**

*In this section please provide a dynamic overview of the project implementation strategy,. For each specific objective, you should outline the expected outcomes and the main planned activities, complete with quantified outcome indicators. For multi-country projects please present the overall indicators/activities/outcomes; details for each country are to be provided in the country sheets in appendix 4.*

*For each objective, please outline how you have taken into account* ***the issues related to gender and youth*** *, showing clearly how this is reflected in the outcomes and activities.*

*Similarly, please outline for each objective how the following matters have been taken into account, showing clearly how this is reflected in the outcomes and activities : biodiversity, climate change, social entrepreneurship, knowledge capitalization activities[[8]](#footnote-8), education for sustainable development and global citizenship (global education) within your country and/or other countries, in addition to initiatives aimed at tackling exploitation and sexual abuse.*

***For******education on sustainable development and global citizenship projects****, please provide detailed information on:*

* *The principles, presuppositions and teaching methods;*
* *The different public categories targeted by the project, why you think it is relevant to target them, and the specific results expected for each of them.*

*Example: young people in schools, young people in social, cultural or sports structures, families, etc;*

* *How the project promotes civic engagement;*
* *If the project involves different families of actors (research, companies, local authorities, media), describe them, explain why it is relevant to mobilize them, and what are the expected effects of the multi-actor approach;*
* *How the project fits into the actions carried out by the actors of the territories concerned, how the project mobilizes these actors or bring them any king of assistance (technically and/or financially).*

***For projects aimed at organizing the non-profit sector****, indicate:*

* *What are the membership modes within the collective structure?*
* *What are the founding texts, charter, shared principles, reference documents, etc. to which the members of the structure refer?*
* *What is your outreach strategy (in relation with new members)?*
* *What consultation methodology has been used? through what media/instances/times for consultation?*
* *How does the project fit in or is in relation with actions carried out by other collective actors; how are the synergies or connections made, or not?*

*Please also include a few lines summarizing* the ***project internal coherence*** *(if possible, attach an implementation overview diagram)*

**Overarching objective:** *The overarching objective is the end goal the project is seeking to achieve.*

***Impact indicators:*** *present the indicators that will be used to evaluate the overall impacts that can reasonably be expected long-term, and which could contribute towards the overarching objective being met (no more than one or two indicators). If there are no measurable impacts, it is recommended that you explain your reasons.*

* *Indicator 1*
* *Indicator 2*

**Specific objective 1:** *Specific objectives are those objectives which are directly linked to the project, and which contribute towards the overarching objective being met (no more than three).*

**Outcome 1:** *these are the tangible outcomes of project activities, through which specific objectives are met. As such, they should be formulated as outcomes, as opposed to objectives to be met.*

**Outcome indicators:** *Outcome indicators must be both quantitative and qualitative. They should be simple, measurable, and realistic (no more than two per outcome). They are used to determine whether the expected outcome has been achieved.*

* *Indicator 1*
* *Indicator 2*

**Activity 1.1**: *These are the activities that will need to be implemented in order to arrive at the expected outcomes. For each activity, please provide a detailed description of how it will be implemented, the target groups, the duration of the activity, the stakeholders (both internal and external) responsible for execution, and so on.*

***Activity performance indicators****:* *Activity indicators are used to evaluate the completion of planned activities (no more than two)*.

* *Indicator 1*
* *Indicator 2*

*(so on for all activities)*

**Activity 1.2:**

***Activity performance indicators:***

* *Indicator 1*
* *Indicator 2*

**Activity 1.3:**

***Activity performance indicators****:*

* *Indicator 1*
* *Indicator 2*

**Outcome 2:** *these are the tangible outcomes of project activities, through which specific objectives are met. As such, they should be formulated as outcomes, as opposed to objectives to be met.*

**Outcome indicators:** *Outcome indicators must be both quantitative and qualitative. They should be simple, measurable, and realistic (no more than two per outcome). They are used to determine whether the expected outcome has been achieved.*

* *Indicator 1*
* *Indicator 2*

**Activity 2.1**: *These are the activities that will need to be implemented to arrive at the expected outcomes. For each activity, please provide a detailed description of how it will be implemented, the target groups, the duration of the activity, the stakeholders (both internal and external) responsible for execution, and so on.*

***Activity performance indicators****:* *Activity indicators are used to evaluate the completion of planned activities (no more than two)*.

* *Indicator 1*
* *Indicator 2*

**Activity 2.2:**

***Activity performance indicators:***

* *Indicator 1*
* *Indicator 2*

**Activity 2.3:**

***Activity performance indicators****:*

* *Indicator 1*
* *Indicator 2*

***Repeat the same pattern for all the specific objectives and results of the project***

*NB: Aggregated indicators (please also fill Indicators in the* ***Oscar*** *Internet Platform - then delete this paragraph)*

*The list of bilateral aid indicators (aggregated indicators) is included in the NIONG project information in Oscar. You are invited to identify the relevant indicator(s) in relation to the nature of your project and to quantify them as precisely as possible by completing the form in Oscar. Your figures filled in ex-ante (NIONG project information in Oscar) and ex-post (in your final technical and financial implementation report) will thus be able to be aggregated with the indicators relating to the other projects supported by AFD and thus enhance the specific contribution of CSO projects. It is important that the projects of French CSOs supported by AFD can be taken into account and valued in the framework of this accountability of French aid.*

**4.3****Project management and governance** *(****please include a governance and management diagram****)*

1. *Provide a broad outline of* How responsibilities and tasks will be divided up among the CSO, its partners and any other stakeholders, including within the consortium (where applicable)
2. *Provide a broad outline of* The project management structure in place, in addition to any governance bodies that may have been set up and how they are to operate
3. *Describe* How the project will be monitored from both a technical and a financial perspective*: organizational structure, methods, deadlines, deliverables; describe the internal organizational structure of your CSO and the role played by partners in the monitoring process.*

**4.4 Monitoring and evaluation methods *(internal, external, change-driven approach, impact assessments,[[9]](#footnote-9)etc.)***

***AFD strongly recommends that a final evaluation be carried out at the end of this phase.*** *Please bear in mind that you shall undertake the final external evaluation by the beginning of the second half of the last year of the project at the latest, in order for the evaluation report to be submitted along with the funding request for any subsequent phase,. Where possible, the final external evaluation is to be widely shared.*

*Beyond the final external evaluation required for each phase of a project, AFD encourages monitoring and evaluation mechanisms (continuous evaluations, whether or not accompanied by an external expert), change-oriented approaches or any other modality for measuring the effects/impacts best suited to the specificity of the project/program. The cost of these exercises can be integrated in the provisional budget of the project/program and should not be underestimated.*

*Please explain The expected results of the evaluation, the modalities, the timetable, as well as the technical and human resources employed.*

*Please also take into account the monitoring of gender-specific indicators and the measurement of gender impacts (equal participation of women and men, reduction of gender inequalities, empowerment of women, deconstruction of gender stereotypes, fight against gender-based violence, etc.).*

*Changes relating to the inclusion of young people as actors will also be the subject of specific monitoring (see corresponding tool sheet). This monitoring will make it possible to document the emergence of the strategic interests of young people and the way they are taken into account, particularly through changes, action plans, training or intervention.*

***Finally, AFD would like a project/program implemented over time (over several phases) to include an impact/effect study at the end of its implementation (instead of a classic external evaluation). It is advisable to anticipate this work from the first phase of the project/program, in order to have sufficient and relevant data at the time of the impact/effects study.***

1. Planned evaluation(s): *type (internal/external/halfway point/monitoring-evaluation system/change-driven approach/impact assessments, etc.)*
2. Partners involved

**V. BUILDING THE CAPACITIES OF YOUR CSO AND/OR PARTNERS *(no more than one and a half page)***

*In this section please clearly outline how the project will help to strengthen your organization and, where applicable, other partner associations. Please explain what capacity-building initiatives you have planned, how you identified them (key conclusions from the preliminary institutional diagnostic), and how they are to be implemented and evaluated.*

***For recurrences****: please update your capacity-building strategy in line with what has been acquired from previous phases.*

1. *Provide a description of* The diagnostic carried out on your capacity-building requirements and/or your partners *Please share the key conclusions* *from this diagnostic; Specify which aspects capacity-building will focus on for your organization, as well as for your partners (where applicable), and outline what form this capacity-building will take*
2. *Explain* How ongoing initiatives have evolved over time and *the* impact these are expected to have on partners and other stakeholders from an institutional and organizational perspective
3. *Outline* How the gender approach has been incorporated into capacity-building initiatives *and provide details of the expected positive and negative effects based on the “do no harm” principle*
4. Outline how you have incorporated an emphasis on youth into capacity-building initiatives and provide details of the desired effects in terms of capacities, empowerment and access to dialog.

**VI. PROJECT RISKS AND SUSTAINABILITY *(no more than two pages)***

**6.1. Risk assessment table *(no more than one page)***

*Compile* ***a table*** *outlining the main risks identified by your organization with the capacity to impact the project/program, stating the likelihood of them happening and what measures could be taken to limit them. These risks may be contextual (resulting from the political, economic, or social situation, for example), operational (such as technical or financial risks, or risks relating to partners or HR) or security related. Explain how you plan to mitigate these risks.*

|  |  |  |
| --- | --- | --- |
| **RISKS** | **PROBABILITY**  **(HIGH, MODERATE, LOW)** | **PLANNED MEASURES** |
|  |  |  |
|  |  |  |
|  |  |  |

**6.2. Conditions for project sustainability and self-empowerment *(no more than one page)***

*Here please describe: what form project completion will take; the strategy for ensuring: the institutional and social* ***viability*** *of the project; its economic and financial* ***solidity*** *and that of the other partners in the project (diversification in terms of financial partners, revenue-generating activities, contributions,* ***ensuring the continuity of human resources****, among others); how skills, methods and innovations shared through the project/program will be* ***transferred*** *and acquired; what form any future* ***up-scaling*** *would take (including governance, partnerships and funding), and the associated risks or challenges; what plans are in place to enable other partners involved in the project/program or other future stakeholders (such as public authorities) to* ***maintain*** *the initiative long-term; what role (if any) your CSO will play in the completion of the project/program; the partnership strategy for both the medium and the long term; what plans are in place to ensure the sustainability/empowerment of the other partner associations you support (where applicable).*

**VII. communication and visibility *(no more than half a page)***

*To complete this section, you can refer to the Visibility Guide downloadable in appendix 11 communication kit. Project communication contributes to the promotion of your actions. It ensures the visibility of the project and our mutual visibility. In three points, this is:*

1. *Target the objectives of your project communication - Why am I communicating?*

*This involves defining the communication objectives by considering the purpose of the project communication strategy and the expected returns. A few examples of objectives: publicising a project and reporting on its progress to target audiences, demonstrating the impact of the project, encouraging buy-in and ownership, being a recognised player in a field, etc.*

1. *List the audiences targeted by the project communications and the expected impact - Who will you communicate to?*

*This involves identifying the target audiences in correlation with the chosen communication objectives. Also present the impact of your communication on each of these audiences (influencing, informing, contributing to change, etc.).*

1. *Present the communication initiatives planned - How do you communicate?*

*- Outline the communication actions and media planned to achieve your objectives - What do you use to communicate?*

*- Outline a communication schedule - When do I communicate?*

*- Briefly specify the communication channels envisaged (online, print, media, events) - Where do you communicate?*

*- Briefly list your human resources and internal or external technical resources - Who are you communicating with?*

*Evaluate the budget required for this communication and integrate it into the overall project budget - How much money do you need to communicate?*

**VIII.** **SPACE FOR COMMENTS ON THE Estimated budget *(no more than half a page)***

*Here you may choose to justify budget items regarding the* ***reallocation*** *of equipment,* ***sizable investments*** *(property, technical equipment and furniture (section 1 of the budget)) capped at 40%, the progress of the* ***financing plan****, items which take up a large amount of the budget, and so on.*

**IX. FIDUCIARY RISK MANAGEMENT PROCEDURES + ANNEX 7**

Fiduciary risk relate to everything involved in good financial governance within each counterparty. This includes corruption and fraud risk and internal governance aspects (such as the organizational measures, rules, procedures, and processes used to understand how you are managed, administered, and controlled).

AFD pays particular attention to the risk arising from the CSO’s failure to comply with the conditions of use or time for the funds transferred to it. This requires CSOs to behave responsibly, transparently, and with respect for the resources assigned to it by AFD.

Please provide details of the entire financial flow for the project (from disbursement to final beneficiary). You must specify the various parties involved and their roles (who controls the flows, bank account(s) used to send and receive funds and their location, etc.). Please use a diagram if possible.

Has your institution already been involved in one or more AFD-financed projects?

Yes  No

* + If yes, please provide details of the auditor’s opinion on the technical and financial audit reports produced on previous projects co-financed by AFD (over the last three years) and any recommendations made in these reports.

TABLE OF CONTENTS

[**Appendix 1: LOGICAL FRAMEWORK** 21](#_Toc156558749)

[**Appendix 2: INFORMATION ON YOUR PROJECT’S MAIN PARTNER(S)** 24](#_Toc156558750)

[**Appendix 3: SUMMARY OF THE LAST EVALUATION** 25](#_Toc156558751)

[**Appendix 5: MAP(S) AND OTHER DOCUMENTS FELT BY THE CSO TO BE RELEVANT (this includeS studies, diagrams and technical report add-ons)** 28](#_Toc156558752)

[**Appendix 6: LIST OF PARTNERS OR STAKEHOLDERS IN RECEIPT OF REALLOCATION (FIRST AND SECOND LEVEL)** 29](#_Toc156558753)

[**Appendix 7: COMPLIANCE QUESTIONNAIRE – PROJECT ANALYSIS** 30](#_Toc156558754)

**Appendix 1: LOGICAL FRAMEWORK**

|  | **Outcomes chain** | **Objectively Verifiable Indicators** | **Baseline conditions / target values** | **Sources and means of verification** | **Critical hypotheses**  **(relating to the context or to the program)** |
| --- | --- | --- | --- | --- | --- |
| **Overarching objective** | *Long-term changes that will result from the project, in addition to projects from other partners and endogenous dynamics. It must be shown that the project is expected to make a significant contribution to this change.* | *Impact indicator / long-term effect (signals used to determine that you are moving in the right direction by the end of the project)* | *BC:*  *T:* | *(NB: a proxy that can often be analyzed using data taken from national statistical surveys)* |  |
| **Specific objectives (SO)** | *Direct changes resulting from the project, expected upon completion of the project, and which will promote behavioral changes among the main targets, or changes in operation/status.*  *These will stem from the expected outcomes (with a clear logical connection) and the expected reactions of stakeholders.* | *Outcome indicators* | *BC:*  *T:* | *(NB: often requires the use of indirect sources such as specialist surveys)* | *External factors and conditions relating to projects from other partners and local or global dynamics with a significant impact on goal attainment.*  *And/or: assessment of how this change is expected to take place, justifying the strategic decisions made by the project.* |
| **Intermediate changes (optional)** | *In keeping with change-driven approaches, this is a space for the CSO and its partner to outline any noteworthy intermediate changes along the path towards change, i.e., the gradual process of change over time, between expected outcomes and specific objectives, or different changes for individual stakeholders. This is optional and is not required as part of the logical framework. This space can also be used to outline the process of change between the specific objectives and the overarching objective. In such cases it should be inserted above, between the overarching objective and the specific objectives.* | *Outcome indicators (optional)* |  |  | *Hypothesis as to how this change is expected to take place, justifying the strategic decisions made by the project.* |
| **Expected outcomes** | *The outcomes through which the specific objective will be met. These are the tangible products or services developed through the project.*  *R1:* | *Implementation indicators* | BC:  T: |  | *External factors and conditions - the behavior of certain stakeholders, for example (excluding partners, administrators, and the project team) in response to project activities - which are likely to influence the relationship between implementations and the anticipated impacts.* |
| *R2:* |  | BC:  T: |  |
| *R3:* |  | BC:  T: |  |  |
| **Activities** | *What are they key activities that must be implemented in order for the expected outcomes to be met (group activities together by outcome)*  ***Activities for R1:***  *Activity 1.1:*  *Activity 1.2:*  *…* |  |  |  | *Factors and conditions outside of the direct control of the project team/for which the project team is not responsible, and which must come together in order for the planned activities to produce the expected outcomes.*  *And/or: assessment of the best course of action in order for implementations to be achieved.* |
| ***Activities for R2:***  *Activity 2.1:*  *Activity 2.2:*  *…* |  |  |  |  |
| ***Activities for R3:***  *Activity 3.1:*  *Activity 3.2:*  *…* |  |  |  |  |

**Appendix 2: INFORMATION ON YOUR PROJECT’S MAIN PARTNER(S)**

***Please use the template below to fill in information on each partner (no more than one page per partner, please delete footnotes):***

*Please specify the* Total number of partners involved in the project: …………

|  |  |
| --- | --- |
| **Full name of partner organization:** |  |
| **Acronym:** | *if commonly used to refer to the organization* |
| **Creation date:** |  |
| **Legal status of the partner organization:** |  |
| **Head office location of partner organization:** |  |
| **Annual budget (last financial year):** |  |
| **Is the organization registered or is its operational address located in a town in a red zone** *(please refer to the French Ministry for Europe and Foreign Affairs map*)? |  |
| **Partner organization corporate purpose** | *please refer to the organization's articles of association* |
| **Partner organization areas of operation:** |  |
| **Country/countries and region(s) the partner organization operates in:** |  |
| **Partner organization target audience:** |  |
| **Number of Members of the Directors Board and list of the Executive Office:** | *list os the executive office members must be included* |
| **Cooperation nature and background of your collaboration with this partner** | *institutional ties:*  *contractual ties:* |
| **Role in implementation of the proposed project:** | *What form will this partner’s involvement in the project take?* |
| **Will this project include any financial reallocation to this Partner?** | *in €* |
| **Recipient details: full name of the financial institution (bank), country, currency used** |  |
| **Nature and location of project activities within the project** |  |
| **Will part or all of the project take place in a red zone?**  **Please specify which zones.** |  |

**Appendix 3: SUMMARY OF THE LAST EVALUATION**

*A summary (no more than five pages) of the last carried out evaluation (taken from the final report or, failing that, the interim report) (for phase 3) and comments from your CSO and/or your French partner on the main conclusions and recommendations from this evaluation (no more than three pages).*

***if no evaluation has been performed: Please state this HERE***

**Appendix 4: COUNTRY FILES FOR multi-project countries**

*(no more than one to three pages per country)*

**[COUNTRY]**

*Map showing project activity zones*

*(if available)*

**Name of the CSO leading the project:**

**Precisely indicate the zones, regions, districts of setting up the project:**

**Names of local partners:**

* *[Name of partner 1]*
* *[Name of partner 2], and so on*

**Total from the estimated project budget allocated for the country:**

**1. Local context for project implementation**

*Here you should explain the political, economic and social context in the country in which the project is to be implemented. Where relevant, you may choose to explain the impact this context will have on how the project is implemented.*

**2. Project recipients in this country**

*Here please explain which stakeholders will benefit from your partner’s activities and what added value the project will have for them. You may choose to outline quantitative objectives.*

**3. Overview of the main project outcomes/activities/indicators for this country**

**Specific objective 1:**

* **Expected outcomes**

*Please list the main expected outcomes for this country:*

* **Main planned activities**

*Activities undertaken by your organization and your partners in this country in pursuit of the objective*

* **Main outcome indicators**

**Specific objective 2:**

* **Expected outcomes**

*Please list the main expected outcomes for this country:*

* ***Main planned activities***
* *Activities undertaken by your organization and your partners in this country in pursuit of the objective*
* **Main outcome indicators**

**Specific objective 3:**

* **Expected outcomes**

*Please list the main expected outcomes for this country:*

* **Main planned activities**
* *Activities undertaken by your organization and your partners in this country in pursuit of the objective*
* **Main outcome indicators**

**4. Others**

*You may choose to provide other details specific to the country in question.*

**Appendix 5: MAP(S) AND OTHER DOCUMENTS FELT BY THE CSO TO BE RELEVANT (this includeS studies, diagrams and technical report add-ons)**

*You may choose to provide other details specific to the country in question.*

*If there are no documents, please state: “no documents” or: “documents available on request” if documents are too large*

**Appendix 6: LIST OF PARTNERS OR STAKEHOLDERS IN RECEIPT OF REALLOCATION (FIRST AND SECOND LEVEL)**

***List all partners or stakeholders to whom money will be subgranted, irrespective of the amount. Please specify for each the amount of money that will be subgranted as part of the project. Please include for each the partner information sheet (appendix 4).***

|  |  |  |
| --- | --- | --- |
| **FULL name of the CSO**  ***(and expansion of acronym)*** | **ACRONYM**  ***(only if used)*** | **SUM OF MONEY THAT WILL BE reallocated AS PART OF THIS PROJECT** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

**date**

**Appendix 7: COMPLIANCE QUESTIONNAIRE – PROJECT ANALYSIS**

# Preamble:

This questionnaire is a supplement to the *“Compliance Questionnaire: Analysis of the CSO / Foundation Counterparty System.” Its objective is to enable AFD Group to assess the risk of non-compliance associated with the characteristics of the project that AFD is preparing to fund.*

# Risks associated with the project’s geographical region:

|  |  |  |  |
| --- | --- | --- | --- |
| **Does your Institution have a security risk management system?** | | | 🞎 Yes 🞎 No |
| *If so (answer to this question is yes), please provide specifics (such as security protocols, security risk mapping, security risk assessment and management system).* | Click or tap here to enter text. | | |
|  | | | |
| **Have you performed a dedicated security analysis with regard to the project?** | | 🞎 Yes 🞎 No | |
| *If so (answer to this question is yes), please specify the identified and expected risks (particularly with regard to the regulations relating to financial sanctions) and the associated management measures.* | Click or tap here to enter text. | | |

# Risk associated with the nature of the aid provided to beneficiary populations (transfers of funds and/or economically exploitable resources):

|  |  |
| --- | --- |
| **Does the project include a component consisting of transfers of funds and/or economically exploitable resources?** | 🞎 Yes 🞎 No |
| *If yes,* | |
| 1. **As part of this project, is your Institution eligible for a humanitarian exemption?** | 🞎 Yes 🞎 No |
| Specifically, are these transfers of funds or economic resources to beneficiary populations part of a humanitarian response plan (HRP) or a Flash appeal ([Humanitarian Response Plan | Humanitarian Response](https://www.humanitarianresponse.info/en/operations/nigeria/humanitarian-response-plan#:~:text=The%20Humanitarian%20Response%20Plan%20(HRP,needs%20of%20the%20affected%20population.)) in the project country (or countries)? | 🞎 Yes 🞎 No |

|  |  |
| --- | --- |
| **Furthermore, are they to be conducted within the sectors covered by this HRP or flash appeal?** | 🞎 Yes 🞎 No |

|  |  |  |
| --- | --- | --- |
| 1. **Has your Institution been granted a waiver for this project by the Competent National Authority (CNA)?** | | 🞎 Yes 🞎 No |
|  | Please attach to this questionnaire the authorization signed by the Competent National Authority. | |

|  |  |  |
| --- | --- | --- |
| **If you are not eligible for exemptions or waivers under a) or b) above, will you perform vetting on the recipients of transfers of funds or exploitable economic resources?** | | 🞎 Yes 🞎 No |
| *If no,* | | |
| Please specify the measures you have in place to ensure that funds will not be provided to aid beneficiary populations named on the applicable sanctions lists.[[10]](#footnote-10) | Click or tap here to enter text. | |
| Specify the means you have implemented to identify and select aid beneficiary populations. | Click or tap here to enter text. | |
| Please specify what process you use to select these populations/households? | Click or tap here to enter text. | |
| What eligibility criteria are applied? | Click or tap here to enter text. | |

|  |
| --- |
| **What measures do you implement to ensure that there is no misappropriation of monetary transfers or transfers of exploitable economic resources provided to the final beneficiaries (population) of aid?** |
| Click or tap here to enter text. |

|  |  |
| --- | --- |
| **If you have a specific constraint that makes it impossible or inapplicable to screen the populations benefiting from monetary transfers or transfers of exploitable economic resources, please select the appropriate category for the project’s beneficiary population:** | |
| ☐/ The beneficiary population lacks identity documents | |
| ☐/ The beneficiary population consists of minors | |
| ☐/ The identity of the beneficiary population requires protection due to persecution suffered *“for reasons of political opinion, religion, race, nationality, or membership of a particular social group,”* within the meaning of the Geneva Convention of July 28, 1951. | |
|  |  |
| *Please explain* | Click or tap here to enter text. |

**Name and Signature of legal representative + date**

1. If the CSO has recorded a net loss, or if it has been in a position of negative equity over the course of the last three financial years, the CSO will be expected to provide an explanation in addition to their strategy for returning to profitability (where applicable). This must be appended to the file in the form of a handwritten letter signed by the CSO’s board or representative. [↑](#footnote-ref-1)
2. This transparency notice is to be approved by the CSOs when the agreement is signed, and published on both the *Agence Française de Développement* (AFD)'s website ([www.afd.fr](http://www.afd.fr)) and the French government’s website (<http://www.transparence-aide.gouv.fr>) **(no more than three pages**). [↑](#footnote-ref-2)
3. There can be up to three phases of three years each [↑](#footnote-ref-3)
4. Please refer to each country on the map [https://www.diplomatie.gouv.fr/fr/conseils-aux-voyageurs/conseils-par-pays/](https://www.diplomatie.gouv.fr/en/country-files/). [↑](#footnote-ref-4)
5. The provision of economically exploitable resources to the population concerns in particular livestock, tools and agricultural inputs. Resources that are not economically exploitable, such as solar kits, hygiene or food kits, solar lamps or kits, mini photovoltaic power stations, small specific professional equipment, etc., are not covered by the filtering process [↑](#footnote-ref-5)
6. The provision of economically exploitable resources to the population concerns in particular livestock, tools and agricultural inputs. Resources that are not economically exploitable, such as solar kits, hygiene or food kits, solar lamps or kits, mini photovoltaic power stations, small specific professional equipment, etc., are not covered by the filtering process [↑](#footnote-ref-6)
7. Please indicate the target categories, such as gender and young people, whose role exceeds being assigned as recipients of aid [↑](#footnote-ref-7)
8. For capitalization initiatives you must outline the objectives, the targets, the expected outcomes, the methods to be used and the technical and human resources that will be employed**.** [↑](#footnote-ref-8)
9. See Methodological Guide Evaluation Worksheet [↑](#footnote-ref-9)
10. *Lists established by the UN, the EU and France* [↑](#footnote-ref-10)