

## **MODEL APPLICATION FORM**

**Call for proposals:** Reconstruction 2012-2015

**Published in the Government Gazette: December 15, 2011**

### **Introductory remarks**

This model application form must be used by organisations wishing to apply for grants under the above-mentioned call for proposals.

The model application form is based on the administrative rules published in the Government Gazette referred to above. These are the ***main point of reference*** for the assessment of applications. Where differences in terms of substance or interpretation occur, the administrative rules will prevail.

The model application form reproduces the administrative rules in a practical format. Applicants wishing to apply for a grant ***must*** use the model application form.

One model application form should be filled in for each application and submitted with all compulsory appendices, as specified in the form.

### **Sections of the model application form**

The model application form must be completed in full in order to qualify for a grant. The form is divided into the following sections:

- General information: applicant's details
- Threshold criteria check
- Organisational check
- Programme check
- Applicant's signature: the application must be signed by the organisation's officially authorised signatory
- If applicable: Addendum I: supplementary organisational check
- Other appendices: the application must include all compulsory appendices and any other relevant documentation.

### **Assessment and timetable**

The administrative rules describe how applications will be assessed and presents a timetable for the assessment procedure.

## **More information**

Requests for more information about the call for proposals should be addressed to:

**EFV-tender-reconstruction@minbuza.nl**

## **Submitting applications**

The Ministry of Foreign Affairs must receive your application no later than

**16.30 on Thursday 15 March 2012 (Central European Time)**

Please send your application to:

Ministry of Foreign Affairs  
Attn.: EFV/Reconstruction Tender  
Bezuidenhoutseweg 67  
2500 EB Den Haag

If you wish to deliver your application personally or by courier, it may be handed in at the Ministry's mail desk (deliveries), Bezuidenhoutseweg 67, The Hague, no later than 16.30 on Thursday 15 March 2012.

## **Application requirements**

- Applications should be complete and without reservations, signed by an officially authorised signatory and submitted in duplicate on paper and on CD-ROM. It is not possible to submit a provisional application. With regard to the application procedure, particular attention is drawn to article 7, paragraph 3 of the Ministry of Foreign Affairs Grants Decree, from which it follows that supplements to applications must be submitted before the deadline. Incomplete or insufficiently reasoned applications may be rejected based on the threshold or quality criteria.
- Applications must be submitted in duplicate on paper and on CD-ROM and must be received by the Ministry of Foreign Affairs no later than 16.30 on Thursday 15 March 2012. Applications sent by fax or email will not be accepted, although you may fax or email a copy of the original application.
- Applications should be submitted in Dutch or English. A Dutch or English translation should be added to appendices written in another language than Dutch or English. Please do not include informative or illustrative books, CD-ROMs, USB sticks or videotapes about your organisation with your application.
- Applications sent by mail (apart from those using a 'postage paid' envelope) and postmarked on a date before the application deadline are considered to be submitted on

time, provided they are delivered no later than one week after the deadline for applications has passed.

- Applications sent by mail using a 'postage paid' envelope are considered to be submitted on time if they are delivered to the Ministry before 16:30 on 15 March 2012. An item is not considered delivered until it has been recorded by the Ministry's mail department. Incoming mail is not recorded at weekends.
- If applications are not sent by registered mail, the sender bears the risk of their being received later or not at all.
- Applications submitted after the deadline will not be processed. The applicant bears sole responsibility for ensuring that the application is complete and submitted on time.

### **General instructions for drawing up your application**

- To help applicants fill in the form and ensure maximum consistency of the answers, a sample completed application is included in an appendix to this form. The sample answers do not necessarily score the maximum number of points. No rights in objection and review proceedings can be derived from this sample application, which is provided for information purposes only.
- Your responses should be based as much as possible on the SMART<sup>1</sup> principles.
- Your application must be accompanied by a number of compulsory appendices. These are mentioned in the relevant sections. A checklist of all compulsory appendices is also included at the end of the form.
- Where indicated, you may refer to external documents in your responses. Please specify the page number and paragraph of the text that you are referring to, and number all appendices.
- Your application should use only one currency, which will also be used for reports. Usually this is the currency the organisation uses for their annual accounts. The value in Euros will be determined based on corporate rates of the Dutch government (see Appendix II attached to this application form)

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<sup>1</sup> SMART: Specific, Measurable, Acceptable, Realistic and Time-related.

## **Contents**

**Your application should follow the order and numbering given below, including sections and page numbers.**

I. General information about the applicant

II. Threshold criteria check

III. Organisational check

- Track record over the last three years
- Planning, monitoring and evaluation (PME)
- Financial and administrative management

IV. Programme check

- Policy relevance
- Innovative /effectiveness
- Contextual analysis
- Position of partners and target group within the programme
- Outcomes, outputs, activities and funds, based on the SMART principles
- Risks, monitoring and corrective action
- Sustainability
- Capacity transfer

V. Applicant's signature

Addendum I: Supplementary organisational check

- History of the organisation and relationship with the theme of the call for proposals vis-a-vis structural poverty reduction
- Strategy, operational objectives and results
- Policy on Southern partners
- Relationship with actors in civil society
- Structure and innovation

Appendices:

Appendix I Cost model

Appendix II Corporate rates of the Dutch government

Appendix II Sample application

## I. General information

### General information about the applicant and the application

a. Name of organisation/consortium																			
b. Address																			
c. Telephone no./fax no.																			
d. Email																			
e. Director(s)																			
f. Contact person for this application																			
g. If you are the lead party of a consortium, give the names of all co-applicants, their full address, directors and contact persons. You may provide this information in a numbered appendix.																			
h. Applicant's bank and bank account number (IBAN) The following data should be included in an official letter –including the name and address of the organisation and signature- of the applying organisation. A (hard-copy) for e-mail or faxes are not accepted by our financial data-control department.	<p>Name of the Bank Branch Office Bank Address Postal Code and City Country Account Name Account Number Currency of the Account BIC (Swift-code)/ IBAN / ABA / CC Codes*</p> <p>* specification per region/country: All foreign bank accounts: BIC (SWIFT) EU, Iceland, Lichtenstein and Norway: IBAN UK bank accounts: BIC, IBAN and sortcode US bank accounts: BIC and ABA-code Canadian bank accounts: BIC and Canadian Sort Code</p>																		
i. Applicant's annual income (total amount of annual organisational budget)	<table> <tr> <td>2008:</td> <td>2009:</td> <td>2010:</td> </tr> </table>	2008:	2009:	2010:															
2008:	2009:	2010:																	
j. Grant amount requested, per year and total amount	<table> <tr> <td></td> <td><b>EUR</b></td> <td><b>local currency</b></td> </tr> <tr> <td>2012:</td> <td></td> <td></td> </tr> <tr> <td>2013:</td> <td></td> <td></td> </tr> <tr> <td>2014:</td> <td></td> <td></td> </tr> <tr> <td>2015:</td> <td></td> <td></td> </tr> <tr> <td><b>Total:</b></td> <td></td> <td></td> </tr> </table>		<b>EUR</b>	<b>local currency</b>	2012:			2013:			2014:			2015:			<b>Total:</b>		
	<b>EUR</b>	<b>local currency</b>																	
2012:																			
2013:																			
2014:																			
2015:																			
<b>Total:</b>																			
k. Project name:																			

l. In what countries will the activities be implemented?	
m. Does your organisation receive any other grants from the Ministry of Foreign Affairs? If so, which grants, what are the amounts involved, what is their duration and for what activities have they been granted (activity number)? You may provide this information in a numbered appendix.	

## **II. Threshold criteria check**

*An application that does not satisfy all of the criteria below will not be considered further.*

*Please read the explanatory notes.*

*The organisation must satisfy the following criteria:*

**D.1:** *The applicant is a not-for-profit Dutch or international civil society organisation with legal personality.*

*Notes:* Include a copy of your organisation's constitution with your application. Provide references to the appropriate articles.

See constitution, appendix ...

*Notes:*

**D.2:** *The applicant strives to achieve structural poverty reduction in the priority countries or regions listed in section 2.5, by working with not-for-profit civil society organisations and/or government authorities in these countries, with the aim of contributing to reconstruction and development in post-conflict areas.<sup>2</sup>*

*Notes:* This should be evident from the organisation's objectives, as set out in its constitution. Organisations with a broader objective may demonstrate that they satisfy this criterion with reference to their track record and/or internal policy documents, such as a strategic annual plan or multi-annual plan.

See constitution or other relevant documents, e.g. track record, strategic annual plan/multi-annual plan in appendix ....

*Notes:*

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<sup>2</sup> This criterion differs from the rules laid down in the Standard Framework for Development Cooperation.

**D.3** The applicant must demonstrate that, as of 1 January 2012, at least 25% of its annual income will derive from sources other than Ministry of Foreign Affairs grants. Grants awarded under Reconstruction 2012-2015 will not exceed 75% of the total annual income of the applicant organisation. The applicant can demonstrate this plausibly on the basis of income over the 2008-2010 period.

If the applicant is the lead party, this criterion applies to the whole consortium. Consequently, if one organisation derives less than 25% of its annual income from sources other than Ministry of Foreign Affairs grants, this may be offset by another party in the consortium. Funds which are directly or indirectly obtained from the budget of the Ministry of Foreign Affairs (e.g. a grant or contribution from a Dutch embassy) do not count when determining the size of the applicant's own income.

Total annual income in 2008: EUR ...	without Dutch MFA grants:
Total annual income in 2009: EUR ...	without Dutch MFA grants
Total annual income in 2010: EUR ...	without Dutch MFA grants
Average grant amount requested per year: EUR ...	

Notes: If the average grant amount requested per year is more than three times the organisation's own average annual income over 2008, 2009 and 2010, show that the organisation's own income will be at least at the minimum required level from 2012.

**Please use the attached corporate rates of the Dutch government (appendix II) for conversion to Euros**

**D.4:** From the start of the grant period, the gross salaries of the managers and board members of the applicant/lead party are in reasonable proportion to the seniority of their position and to the organisation's geographical location, size and complexity. The applicant must specify the salaries (including allowances) of managers (including the CEO) and board members.

Job title	annual salary (	Other income



- |  |  |  |
|--|--|--|
|  |  |  |
| <p>a) Number of staff members in organisation:</p> <p>b) Total annual income (including any contributions from the Ministry of Foreign Affairs) in 2010:</p> <p>c) Explain the complexity and size of the organisation (i.e. role within international policy arena, total annual cash flow), on which the salaries of CEO and senior management are based.</p>  |  |  |
| <p><b>Please use the attached corporate rates of the Dutch government (appendix II) for conversion to Euros.</b></p>   |  |  |
| <p><b>D.5:</b> <i>The applicant is capable of proper financial management. The applicant can ensure effective and efficient implementation of the activities due to its expertise regarding the activities for which a grant is being applied for.</i></p> <p>Notes: This should be evident from a valid organisational check with a positive outcome, conducted on behalf of the Minister for European Affairs and International Cooperation within the last four years, using the COCA (Checklist for Organisational Capacity Assessment), or in the framework of MFS II. Specify the activity number of the programme for which an organisational check was carried out.</p> <p>If your organisation's organisational capacity has <b>not been assessed and found to be satisfactory</b>, complete addendum I: supplementary organisational check. The supplementary organisational check will be assessed by the Minister for European Affairs and International Cooperation. If the outcome of the supplementary organisational check fails to meet the Ministry's requirements, the application will not be processed further.</p> |  |  |
|  |  |  |

The application must satisfy the following criteria:

**D.6:** *The duration of the activities for which grant funding is sought should not exceed four years. Projects should have a minimum duration of 24 months. The minimum grant application is €1 million and the maximum €10 million. These amounts are proportionally lower for projects with a shorter duration, namely:*

*2 years: a minimum of €500,000 and a maximum of €5 million;*

*3 years: a minimum of €750,000 and a maximum of €7.5 million.*

Notes: This should be evident from the proposal and the accompanying budget and multi-annual estimate.

**D.7:** *The programme does not involve initiatives aimed wholly or partly at proselytisation.*

Notes: This should be evident from the proposal and the accompanying budget and multi-annual estimate.

**D.8:** *Contrary to what is stated in the Standard Framework for Development Cooperation, at least 75% of the resources necessary for implementing the activities must be spent in two or more of the priority countries listed in section 2.5 (priority partner countries and countries in priority regions; see also appendix II of the policy rules).*

Notes: This should be evident from the proposal and the accompanying budget and multi-annual estimate.

**Specify the total budget per country (and currency used):**

Countries on the country list (appendix II)

\_ Country 1

\_ Country 2

\_ Country 3

\_ ..... \_\_\_\_\_

**Total, country list XXX,XXX**

Other countries

\_ Country A

\_ Country B

\_ ..... \_\_\_\_\_

**Total, other countries YYY,YYY**

=====

**Total budget ZZZ,ZZZ**

**Percentage of expenditure in countries on the list of priority countries: XXX,XXX**

**/ZZZ,ZZZ \* 100% = %**

**D.9:** *The programme does not relate to commercial services, investment or other commercial activities.*

*Notes:* This should be evident from the proposal and the accompanying budget and multi-annual estimate.

**D.10:** *The activities are not at odds with the objective of promoting human security and focus on at least one of the following:*

- 1) developing legitimate government with adequate capacity;*
- 2) achieving a peace dividend by creating conditions for socioeconomic reconstruction.*

*Notes:* This should be evident from the proposal and the accompanying budget and multi-year estimate.

**D.11:** *The programme relates to activities that qualify for funding from the ODA budget in line with OECD/DAC criteria.<sup>3</sup>*

*Notes:* This should be evident from the proposal and the accompanying budget and multi-year estimate.

**D.12:** *The programme does not relate to activities relating to:*

- small and light arms;*
- humanitarian Mine Action and Cluster Munitions*
- Security Sector Reform (SSR)*
- Institutional reforms of the army, police and the criminal justice authorities.*

*Notes:* This should be evident from the proposal and the accompanying budget and multi-

<sup>3</sup> For the ODA criteria, see appendix III attached to the policy rules of Reconstruction 2012-2015.

year estimate.

### **III. Organisational check**

#### **1. Track record over the past three years**

The track record will be used to determine whether your organisation is capable of achieving and embedding the planned *outcomes* and *outputs*. In this section, provide an overview of the results achieved by your organisation over the past three years. Formulate results as changes relative to the situation at the outset. It is important that you give an overview of recent activities financed or cofinanced by the Ministry of Foreign Affairs (BZ), including activity numbers. If none of your recent activities were financed or cofinanced by BZ, list up to three ongoing or recently concluded activities, including the name and telephone number of the contact person(s) at the organisation(s) that contributed financially to the activities, to be used as references.

**O.1 a:** *Based on the results achieved over the past three years, the applicant is considered capable of achieving the planned outcomes.*

*Notes:* For each of the reference programmes listed above, indicate to what extent the planned outcomes were achieved in a satisfactory and timely fashion. Explain your answer and give reasons for any disappointing results.

**O.1 b:** *Based on the results achieved over the past three years, the applicant is considered capable of achieving the planned outputs.*

*Notes:* Indicate to what extent the planned outputs were achieved in a satisfactory and timely fashion. Explain your answer and give reasons for any disappointing results.

**O.1 c:** *The applicant is considered capable of obtaining contributions from third parties that are necessary to the implementation of the programmes.*

*Notes:* For each of the programmes listed above, indicate to what extent the required funds (from donors, counterpart organisations, target groups or others) were obtained in a satisfactory and timely fashion. Explain your answer and describe, if applicable, the consequences of inadequate funding and supplementary measures taken to remedy this.

**O.1 d:** *The applicant is capable of ensuring the sustainability of programmes vis-à-vis the ultimate target group.*

*Notes:* Indicate to what degree the outputs and outcomes of the programmes were sustainably embedded in the ultimate target group (i.e. were continued independent from contributions from the original donor). Use examples to explain your answer.

## **2. Planning, monitoring and evaluation (PME)**

The quality of your organisation's planning, monitoring and evaluation is assessed on the basis of the following criteria:

**O.2 a:** The PME system is sufficient for monitoring progress in terms of outcomes, outputs and sustainability at programme and organisational level.

*Notes:* Describe the instruments used to monitor progress and specify the variables measured. Use examples to demonstrate your ability to apply the generated information effectively.

**O.2 b:** The organisation periodically commissions independent evaluations of programmes, programme components and its own functioning.

*Notes:* Describe how evaluation is built into your organisation's procedures, including the selection method used to conduct the evaluation. Use examples to demonstrate how the results of evaluations are incorporated in your organisation's activities.

**O.2 c:** The organisation has a sound quality management system in place for its primary processes.

*Notes:* Describe how quality management is laid down in your organisation's formal procedures. In addition, describe what progress has been made over the last three years (2008-2010) in developing and/or embedding the quality management system.

### 3. Financial and administrative management

The quality of your organisation's financial and administrative management is assessed on the basis of the following criteria:

**O.3 a:** *The organisation has a satisfactory policy on the financial supervision of organisations with which it has a financial relationship.*

*Notes:* Describe your financial supervision of partner organisations, including audits.

**O.3 b:** *The organisation has a satisfactory system for assessing the quality of partner organisations with which it has a financial relationship.*

*Notes:* Describe how your organisation assesses the capacity and reliability of any partner organisations beforehand (and append, for instance, a copy of the assessment form).

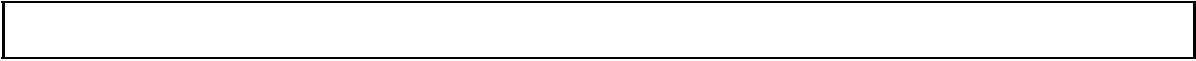
**O.3 c:** *The organisation has a financial monitoring system in place to identify shortfalls (or potential shortfalls) or surpluses at an early stage and take adequate measures to anticipate these.*

*Notes:* Describe the structure of your organisation's annual budget (programmes, result areas). In addition, describe how actual income and expenditure in 2009 and 2010 compared with the budgeted amounts.

**O.3. d:** *The organisation has a broad donor base.*

*Notes:* Over the 2008-2010 period, specify the contributions (amount and percentage) received from sources in the following categories:

- 1) government of the country where the organisation or its headquarters is based
- 2) other donor countries
- 3) international organisations (including the UN and development banks)
- 4) businesses
- 5) foundations and private funds
- 6) private individuals
- 7) other (specify)





## **IV. Programme check**

### **1. Policy relevance**

*P.1: the extent to which the programme is relevant to policy. This is assessed on the basis of the following factors:*

1. *Relevance to development:* the extent to which the activities contribute to structural poverty reduction in post-conflict countries.
2. *Relevance to the objective of this call for proposals:* the extent to which the activities contribute to the objective of Reconstruction 2012-2015, i.e. promoting reconstruction and development in post-conflict areas with a view to restoring peace and creating enabling conditions for human security, by:
  1. Improving human security and promoting rule of law. This approach fosters stability in fragile states, and this in turn is important for the security of the Netherlands.
  2. Contributing to legitimate governments with enough capacity to carry out the most essential tasks.
  3. Achieving visible results (peace dividend) through rapid delivery of services and employment.
3. A) The extent to which the activities are consistent with objectives 2 (legitimate government) and 3 (peace dividend) of the priority theme Security and Rule of Law from the letter to the House of Representatives entitled 'Security and Development in Fragile States' and the letter to the House of Representatives presenting the spearheads of development cooperation policy.  
B) The extent to which the activities strengthen the position of women as actors in reconstruction and peace processes.  
C) The extent to which the implementation of the activities is guided by a conflict-sensitive and conflict-preventive approach.
4. The priority countries and regions where the activities are to be carried out (see appendix II attached to the policy rules of Reconstruction 2012-2015).
5. *Complementarity:* the extent to which the activities are aligned with the development policy of the Netherlands and other donors (organisations or countries) in the country concerned, or with the activities carried out by the Netherlands or other donors (organisations or countries) in the country concerned.

Notes: Summarise your programme in 1,000 words or less, including its most important components and addressing the factors mentioned above.

## **2. Innovative nature/effectiveness**

**P.2:** *The extent to and the way in which the proposed activities are innovative, in a thematic sense or due to improvements to the intervention strategy used (increasing the effectiveness of the programmes) or efficiency gains in programme implementation.*

Notes: Describe the programme's innovative nature in the following areas:

- a) *Thematic innovation:* Does the programme introduce new thematic components to the organisation's existing programme, or does it introduce a new dimension within an existing theme?
- b) *Improvements in the intervention strategy used (increasing programme effectiveness):* Does the programme have a greater impact, compared to previous programmes, due to, for instance, synergy effects with other programmes, complementary activities (the 1+1>2 principle) or new intervention techniques?
- c) *Efficiency gains in programme implementation:* Does the programme achieve the same impact as previous programmes using fewer funds, as a result of, for instance, lower procurement costs or more efficient use of time?

## **3. Contextual analysis**

**P.3:** *The extent to which the proposal, especially the defined problem and objective, reflects the findings of a contextual or conflict analysis.*

**P.3 a:** *The proposal is based on a thorough analysis, resulting in a valid definition of the problem and objective.*

Notes: Briefly summarise the contextual or conflict analysis that preceded the drawing up of the programme, formulating the problem and the programme's central objective.

**P.3 b:** *All relevant actors and factors were included in the contextual or conflict analysis.*

Notes: Describe which actors were involved in designing the programme. What influence

did they have on the content of the programme (both formally and in practice)? Which elements of the contextual analysis were addressed in the design process?

#### **4. Position of partners and target group within the programme**

**P.4:** *The extent to which the programme contributes to building the institutional capacity of the partners in the countries in question and the extent to which partners or the target group can effectively influence the programme.*

**P.4 a:** *The programme helps build the institutional capacity of partners in the recipient countries.*

*Notes:* Explain how the programme or its activities help build the organisational capacity of the partner organisations.

**P.4 b:** *The partners, or the ultimate target group, can effectively influence the programme.*

*Notes:* Describe how the partners, or target group, are involved in monitoring the programme's progress and specify what influence they have, formally or otherwise, on corrective action.

#### **5 and 6. Outcomes, outputs, activities and resources, based on the SMART principles**

*This part of the programme check concerns the quality of your programme design in terms of outcomes, outputs, activities and resources: the extent to which the programme provides a detailed description of outcomes, outputs, proposed activities and resources, and a clear link has been established between the outputs to be achieved and the resources necessary to do so.<sup>4</sup>*

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<sup>4</sup> For the OECD/DAC definitions of 'outcome' and 'output', see appendix III of the grant policy framework or go to HYPERLINK "<http://www.oecd.org/dataoecd/29/21/2754804.pdf>"

The envisaged outcomes, outputs and resources should also be expressed in SMART terms: the extent to which the envisaged outcomes, outputs and resources are formulated in a way that is specific, measurable, acceptable, realistic and time-related.<sup>5</sup>

Notes: The OECD/DAC definition of ‘outcomes’ and ‘outputs’ should be used in formulating programme objectives and results.

**P.5/6 a:** *The formulated outcomes are concrete and fall within the programme’s span of influence; they follow logically from the problem as defined in the contextual analysis.*

Notes: Specify the outcomes to be achieved.

**P.5/6 b:** *Progress in achieving the formulated outcomes can be determined objectively.*

Notes: For each outcome, specify two to four criteria that can be used to measure progress and explain how the required data will be collected.

**P.5/6 c:** *The outputs formulated are concrete and fall within the programme’s span of control; they follow logically from the outcomes described in P.5 a.*

Notes: Specify the outputs to be achieved.

**P.5/6 d:** *Progress in achieving the formulated outputs can be determined objectively.*

Notes: For each outcome, specify two to four criteria that can be used to measure progress and explain how the required data will be collected.

**P.5/6 e:** *There is a logical connection between the proposed activities and the envisaged outputs.*

Notes: Give a summary of the nature of the activities to be carried out. You do not need to provide detailed descriptions.

**P.5/6 f:** *Explain the resources required to achieve the envisaged outputs.*

Notes: Arrange your budget by results area and by country/region, distinguishing between direct programme costs and indirect costs recharged by the applicant.

<sup>5</sup> See footnote 2.

Programme costs are recharged on the basis of the time invested, at an hourly rate, based on full costing. This hourly rate includes the pay of the employee concerned as well as mark-ups for office expenses and non-allocable time (meetings, knowledge development, writing proposals for donors). See appendix I to this model application form (cost model).

For conversion to Euros, please use the attached corporate rates of the Dutch government (Appendix II)

### General notes

Outcomes and outputs should be expressed in SMART terms as much as possible. The relevant concepts are explained in detail below.

#### **Specific:**

The envisaged outcomes and outputs must precisely target the objective and be as detailed as possible.

#### **Measurable:**

Clear success criteria must be linked to the outcomes and outputs, so that the achievement of the intended results can be determined as objectively as possible.

#### **Acceptable:**

The outcomes and outputs should be acceptable to the target group or other stakeholders. If the results have added value for the target group, they will be prepared to work towards achieving them (also see section 5.5 d).

#### **Realistic:**

The envisaged output volume should be realistic: not too little and not too much. Whether or not the outputs are realistic depends in part on the assumptions on which they are based. Excessively optimistic assumptions about contributions from third parties (target group, other donors), for instance, compromise the programme's level of realism.

#### **Time-related:**

The programme should be planned within a realistic timeframe.

#### **Choosing indicators:**

In P.5/6 b and P.5/6 d you are asked to specify quality indicators for the programme outcomes and outputs. If progress cannot be measured quantitatively, you may use qualitative criteria, provided these have been described in detail.

Criteria must be formulated in such a way that the programme's specific contribution can be demonstrated. For example, with a criterion like 'halving the inflation rate', it would be possible to show in general terms whether this had been achieved, but not to determine the programme's individual contribution to this outcome.

**7. Risks, monitoring and corrective action**

**P.7:** *The extent to which satisfactory risk management – consisting of a satisfactory risk analysis and a satisfactory system for monitoring and corrective action – is in place, and the funding necessary to implement the programme, in addition to the requested grant, is guaranteed.*

**P.7 a:** *A satisfactory risk analysis must accompany the programme.*

*Notes:* Present an analysis of all the relevant risks and specify accompanying measures which may mitigate these.

**P.7 b:** *The funding necessary to implement the programme, in addition to the requested grant, is guaranteed*

*Notes:* Describe what guarantees you have that complementary funding, needed in addition to the grant requested in order to implement the programme, will become available to you. If there is any uncertainty, describe what measures will be taken if third-party contributions are lower than expected.

**P.7 c:** *The programme has a satisfactory system for monitoring and corrective action.*

*Notes:* Insofar as you have not already done so, describe how the quality of the programme will be monitored, based on the quality criteria identified in section 5, and how the results of monitoring will be reported. In addition, indicate how the programme will be adjusted if necessary.

## 8. Sustainability

**P.8:** *The extent to which the activities will produce a lasting effect for the ultimate target group and contribute to the institutional sustainability of partners and the applicant's / lead party's own organisation.*

**P.8 a:** *The programme will produce a lasting effect for the ultimate target group.*

Notes: Describe the measures to be taken to ensure the sustainability of the programme's results at the end of the grant period, specifying in what way the ultimate target group will contribute to the continuation of activities generated by the programme.

**P.8 b:** *The programme contributes to the institutional sustainability of the partners.*

Notes: Specify what measures will be taken to strengthen the quality of the activities and/or the financial independence of the partner organisations, and the criteria to be used to measure this (e.g. partner cofinancing).

**P.8 c:** *The programme contributes to the institutional sustainability of the applicant's own organisation.*

Notes: Describe the effects, positive or otherwise, that the programme will have on the quality of the activities and/or the financial independence of your own organisation (applicant and co-applicants). What criteria will be used to measure these?

## 9. Capacity transfer

**P.9:** *Capacity transfer: the degree to which the activities contribute to the enlargement of the national capacity of the authorities in conflict and post-conflict countries.*

Notes: Describe the programme's effects, positive or otherwise, on local and national authorities' capacity.



**V. Applicant's signature**

**I declare that I have truthfully completed the application form and all accompanying documents.**

Name of applicant	
Name of authorised signatory	
Date	
Place	
Signature	

## **Addendum I: Supplementary organisational check**

### **1. History and mission in relation to sustainable poverty reduction**

**AO.1. a:** Briefly describe the organisation's origins.

Notes: Describe how your organisation came into being, who the founders and original target group were, and how the organisation has grown over time.

**AO.1. b:** The organisation's main objective serves the goal of poverty reduction.

Notes: Describe your organisation's mission, i.e. its main objective, as laid down in its constitution, providing a reference to the appropriate page number or article. If your organisation's mission is formulated in more general terms, specify its objectives concerning poverty and provide a reference to the document where these are laid down (append a copy of the document).

**AO.1. c:** The organisation has made clear, consistent choices with regard to its intervention strategy/strategies for sustainable poverty reduction<sup>6</sup>.

Notes: Indicate which of the three intervention strategies for structural poverty reduction your organisation uses. Either describe how you achieve added value by combining these strategies or give reasons why your organisation deploys only one strategy.

### **2. Strategy, operational objectives and results**

**AO.2 a:** The organisation has a multi-annual strategic plan (MASP) or similar plan that clearly sets out the objectives, envisaged results, activities and resources.

Notes: Briefly describe your organisation's objectives and main results as set out in the most recently approved MASP.

<sup>6</sup> The three intervention strategies for structural poverty reduction are: a) direct poverty reduction; b) civil society building; c) influencing policy.

**AO.2. b:** *Partner organisations in the countries where the organisation operates are actively involved in drafting and decision-making on the MASP.*

*If the organisation works directly with the ultimate target group, the latter is actively involved in drafting and decision-making on the MASP.*

*Notes:* Specify what parties were involved in drafting the MASP and what influence they had in terms of decision-making. Describe how these parties were involved in the analysis on which the MASP was based.

**AO.2. c:** *The choices and priorities in the MASP are consistent.*

*Notes:* Briefly, give reasons for the choice (what has been prioritised and excluded) of objectives and results in the MASP.

### **3. Policy on Southern partners**

**AO.3 a:** *Partner organisations or representatives from countries where the organisation operates have substantial influence on the applicant's policy.*

*Notes:* Describe how, and how often, partners have a say in the organisation's policy and direction, distinguishing between a formal right of decision or co-decision and direct or indirect influence. Use examples to illustrate the participative nature of the relationship.

**AO.3 b:** *The applicant has adapted its partner selection policy to the objectives of the organisation.*

*Notes:* Describe the partner selection procedure, including the appraisal or selection criteria. If the partner is a network organisation or sub-granting organisation, describe the selection criteria for the network or fund.

**AO.3 c:** *The applicant implements an effective anticorruption and sanctions policy with regard to partners.*

*Notes:* Describe how anticorruption and sanctions policy are embedded in procedures and contracts. Use examples to illustrate how this policy was applied in the 2008-2010 period.

**AO.3 d:** *The applicant's capacity building-policy aims to develop the independence of partner organisations for which it acts as financier, or of members of the network, i.e. the policy promotes the institutional sustainability of partners.*

*Notes:* Describe this policy using concrete objectives/intended results, activities to be carried out, institutional capacity-building measures aimed at the partners, network members or recipients of funding. Use examples to demonstrate the policy's success.

#### **4. Relationship with actors in civil society**

The key question here is: to what extent can the organisation effectively deploy stakeholders in the environment in which it operates in order to achieve its own objectives? This section concerns relationships with other NGOs, businesses, the general public, donors and public bodies, but not relationships involving subcontracting or the channelling of funds (these types of relationship fall under the category of partners, network members, etc.). The relationships must be strategic and may concern North-North, North-South or South-South cooperation. This question only concerns *permanent* relationships with groups or organisations, which are characterised by complementarity, synergy gains, added value, etc.

*Based on the following criteria, describe how you work together with other actors.*

**AO.4:** *The applicant works together strategically with one or more of the following actors:*

- NGOs
- businesses
- interest groups
- churches
- national/local authorities
- research and educational institutions
- international organisations
- other actors

*Notes:* Give an overview of the main organisations that you work with, using examples to describe how the cooperation produces synergy gains such as cost savings or a greater impact on the target group. Also explain if you made a conscious decision *not* to work with certain partners.

--

**5. Structure and innovation**

The criteria below will be used to appraise the extent to which the organisation’s structure and culture effectively contribute to renewal of the organisation and the programme.

<p><b>AO.5 a:</b> <i>The board has a diverse membership in which several different stakeholders are represented.</i></p> <p>Notes: State what stakeholders are involved in strategic policy-making, distinguishing where applicable between the executive board and the advisory board.</p>
<p><b>AO.5 b:</b> <i>The executive and supervisory functions are sufficiently separate. Guarantees are in place to exclude the possibility of family connections between executive board members and members of the supervisory board.</i></p> <p>Notes: This should be evident from the constitution.</p>
<p><b>AO.5 c:</b> <i>The applicant is capable of organisational renewal to increase its effectiveness and efficiency.</i></p> <p>Notes: Give examples of successful initiatives over the 2008-2010 period that raised the organisation’s effectiveness and efficiency.</p>
<p><b>AO.5 d:</b> <i>The applicant is capable of programme renewal to increase effectiveness and efficiency.</i></p> <p>Notes: Give examples of innovative or creative initiatives over the 2008-2010 period that improved the organisation’s results. Specify the impact that this had on the rest of the organisation.</p>

## VI. Other appendices

The following documents should be included with your application. Please number the appendices and use these numbers when referring to appendices in your application.

Appendix	Criteria concerned/Relevant legislation
<b>Threshold criteria check</b>	
Copy of the constitution	D.1, D.2
Annual accounts for 2008, 2009 and 2010	D.3
Track record	D.2
If applicable, supplementary organisational check	D.5
Programme, budget, multi-year estimate	D.6, D.7, D.8, D.9, D.10, D.11, D.12
<b>Organisational check</b>	
List of other grants from the Ministry of Foreign Affairs (amounts involved, activities and activity number)	O.1
Annual accounts for 2009 and 2010	O.3
Track record	O.1
<b>Programme check</b>	
Programme (activity plan)	Articles 25 and 26 of the Ministry of Foreign Affairs Grants Decree
Budget and multi-year estimate	Articles 25 and 27 of the Ministry of Foreign Affairs Grants Decree
Liquidity forecast for the first 12 months of the programme	Articles 25 of the Ministry of Foreign Affairs Grants Decree

## Appendix I Cost model

### Guidelines on the calculation of rates to be charged by grant applicants

The following principles apply to the calculation and application of the rate structure within the cofinancing system:

- The rates are to be based on full costing and must not include any profit or risk mark-up.
- Costs are to be accounted for and allocated to the activities funded by the Minister on the basis of the time actually spent on the activities and certified by the organisation's external auditor. This does not affect the organisation's obligation to notify the Minister in advance in the event of substantial changes in the performance of the activities.
- Rates are to be calculated on the basis of the applicant organisation's actual cost structure.
- Specific costs for certain programmes such as international trips and the hiring of experts do not come under the rate structure and should be budgeted for separately.
- The organisation may opt to budget for and allocate costs per hour, per day, per week or per month.
- The organisation must submit details substantiating its rate structure when making its application. Applications worth more than €2.5 million per year must be certified by the organisation's external auditor.

Rates have the following components:

- Salary costs (gross salary + employer contributions) per time unit.
- Mark-up percentage for indirect time, specified as follows:
  - Internal consultations: A%
  - Learning and developing: B%
  - Preparing project proposals: C%
  - Etc.: D%Total mark-up percentage: A+B+C+D%
- Fixed mark-up per time unit for other indirect costs, specified as follows:
  - Office accommodation: € Z
  - Secretarial support: € Y
  - Information technology: € X
  - Other office costs: € W

Total other indirect costs € Z+Y+X+W

These other indirect costs are divided by the available time (based on the chosen time unit). For example: the organisation's mark-up for indirect time is 20%. It works with monthly rates. This means that 10 of the 12 months can be directly attributed to the programme implemented and/or the main processes (core-funding grant). The monthly mark-up is therefore:

$$(\text{€ } Z+Y+X+W) / 10$$

The exact breakdown may differ, as it should in practice be consistent with the actual cost structure of the applicant organisation. The organisation may opt for further differentiation, as illustrated in the following examples:

- Office accommodation: In most organisations, the costs will be calculated on a per capita basis. At some organisations, however, someone earning a monthly salary of €3,000 has on average 50% more office space than someone earning €2,000. In this case, the organisation may opt to make a breakdown of the percentage mark-up.
- Costs for a director and secretarial support partly depend on salary costs and are partly determined per capita. In this case, an organisation may for example opt to allocate 50% of these costs as a percentage and 50% as a fixed mark-up.

Organisations' own cost models which have an even more differentiated rate structure are acceptable provided a distinction is at least drawn between per capita and percentage mark-ups. Generally speaking, rates that consist solely of a percentage mark-up will be considered to be 'insufficiently specified'.

For the purpose of the application, the organisation should submit a table illustrating the rate structure.

*For example:*

<b>Gross salary</b>	<b>Tax and social insurance contributions</b>	<b>Indirect time</b>	<b>Other indirect costs</b>	<b>Total</b>
1,500	300	A%	€ Z	€ total
1,750	350	A%	€ Z	€ total
2,000	.....			



During the cofinancing period, the organisation may request to amend the structure. Any amendment is subject to the following rules:

- The request to make an amendment must be submitted with the compulsory audit report and must be certified by the auditor.
- If it is approved, the amendment may be applied retroactively from 1 January of the year in which the request was submitted.

**Flow chart for the calculation of rates to be charged by grant applicants**

Gross salary  
Employer contributions  
V

$$\begin{aligned} \text{Salary costs per employee} / \text{Total number of hours/days} &= \text{Salary costs per hour/day} \\ &+ \\ &\quad \% \text{ mark-up for non-} \\ &\quad \text{allocable time} \\ &+ \\ \text{Other indirect costs} / \text{Allocable hours/days} &= \text{Allocable hours/days} \\ &\underline{\hspace{10em}} \\ &\text{Cost per hour/day} \end{aligned}$$

## Appendix II Corporate rate Dutch government 2012

<b>CORPORATE RATE 2012</b>			
<b>land</b>	<b>(hoofd)post</b>	<b>valuta</b>	<b>CR in 2012</b>
AFGANISTAN	Kabul	AFA	0,0161
ALBANIE	Tirana	ALL	0,00714
ALGERIJE	Algiers	DZD	0,00963
ANGOLA	Luanda	AON	0,00739
ARGENTINIE	Buenos Aires	ARP	0,165
ARMENIE	Yerevan	AMD	0,00189
ARUBA	Oranjestad	ANG	0,389
AUSTRALIE	Canberra	AUD	0,731
AZERBAIJAN	Ankara (Bakoe)	AZN	0,876
BAHREIN	Koeweit (Bahrein)	BHD	1,86
BANGLADESH	Dhaka	BDT	0,00959
BARBADOS	Port of Spain (Bridgetown)	BBD	0,350
BELIZE	Mexico (Belize City)	BZD	0,350
BERMUDA EILANDEN	Londen (Hamilton)	BMD	0,700
BHUTAN	New Delhi (Thimbu)	BTN	0,0156
BIRMA	Bangkok (Rangoon)	BUK	0,000916
BOLIVIA	La Paz	BBS	0,0989
BOSNIE&HERZEGOVINA	Sarajevo	BAM	0,51129
BOTSWANA	Harare (Gaborone)	BWP	0,103
BRAZILIE	Brasilia	BRL	0,435
BRUNEI	Singapore (Seria)	BND	0,571
BULGARIJE	Sofia	BGN	0,51129
BURUNDI	Kigali (Bujumbura)	BIF	0,000564
CANADA	Ottawa	CAD	0,704
CHILI	Santiago de Chili	CLP	0,00148
CHINA	Peking	CNY	0,108
COLOMBIA	Bogota	COP	0,000404
CONGO	Kinshasa	CDF	0,000757
COSTA RICA	San Jose	CRC	0,00137
CUBA	Havanna	CUC	0,700
DENEMARKEN	Kopenhagen	DKK	0,135
DJIBOUTI	Addis Abeba (Djibouti)	DJF	0,00398
DOMINICAANSE REP.	Santo Domingo	DOP	0,0182
EGYPTE	Kairo	EGP	0,116
ERITREA	Asmara	ERN	0,0467
ETHIOPIE	Addis Abeba	ETB	0,0403
FCFA ZONE (centr./oost)	div.	XAF	0,00152449
FCFA ZONE (west)	div.	XOF	0,00152449
FIJI EILANDEN	Wellington (Suva)	FJD	0,392
FILIPIJNEN	Manilla	PHP	0,0163
FRANS POLYNESIE	Wellington (Papeete)	XPF	0,00838
GAMBIA	Dakar (Banjul)	GMD	0,0244
GEORGIE	Tbilisi	GEL	0,420
GHANA	Accra	GHS	0,453
GIBRALTAR	Gibraltar	GIP	1,13
GUATEMALA	Guatemala	GTQ	0,0878
GUINEE	Dakar (Conakry)	GNF	0,000107
GUYANA	Paramaribo (Georgetown)	GYD	0,00343
HAITI	Santo Domingo (Port au Prince)	HTG	0,0173
HONDURAS	San Jose (Tegucigalpa)	HNL	0,0366
HONG KONG	Hong Kong	HKD	0,0903
HONGARIJE	Boedapest	HUF	0,00368

IJSLAND	Oslo (Reijkjavik)	ISK	0,00609
INDIA	New Delhi	INR	0,0156
INDONESIE	Jakarta	IDR	0,0000831
IRAK	Bagdad	IQD	0,000591
IRAN	Teheran	IRR	0,0000651
ISRAEL	Tel Aviv	NIS	0,192
JAMAICA	Kingston	JMD	0,00809
JAPAN	Tokio	JPY	0,00899
JEMEN	Sana'a	YER	0,00323
JORDANIE	Amman	JOD	0,986
KAAPVERDIE	Dakar (Praia)	CVE	0,00907
KAZACHSTAN	Almaty	KZT	0,00473
KENYA	Nairobi	KES	0,00733
KOEWEIT	Koeweit	KWD	2,53
KROATIE	Zagreb	HRK	0,134
KYRGYZISCHE REP.	Bisjkek	KGS	0,0154
LAOS	Vientiane	LAK	0,0000862
LEEWARD EILANDEN	Port of Spain (Windward-eil.)	XCD	0,260
LETLAND	Riga	LVL	1,42288
LIBANON	Beiroet	LBP	0,000467
LIBIE	Tripoli	LYD	0,579
LITOUWEN	Vilnius	LTL	0,28962
MACEDONIE	Skopje	MKD	0,0162
MADAGASKAR	Dar es Salaam (Antananarivo)	MGA	0,000354
MALAWI	Lusaka (Blantyre)	MWK	0,00419
MALEISIE	Kuala Lumpur	MYR	0,232
MAROKKO	Rabat	MAD	0,0883
MAURETANIE	Dakar (Nouakchott)	MRO	0,00251
MAURITIUS	Dar es Salaam (Port Louis)	MUR	0,0249
MEXICO	Mexico	MNP	0,0553
MOLDAVIË	Kiev (Chisinau)	MDL	0,0614
MOZAMBIQUE	Maputo	MZN	0,0259
NAMIBIE	Windhoek	NAD	0,0974
NED. ANTILLEN	Willemstad	AWG	0,389
NEPAL	New Delhi (Kathmandu)	NPR	0,00943
NICARAGUA	Managua	NIO	0,0305
NIEUW ZEELAND	Wellington	NZD	0,581
NIGERIA	Abuja	NGN	0,00454
NOORWEGEN	Oslo	NOK	0,129
OEGANDA	Kampala	UGX	0,000245
OEKRAINE	Kiev	UAG	0,0862
OEZBEKISTAN	Moskou (Tashkent)	UZS	0,000397
OMAN	Muscat	OMR	1,84
PAKISTAN	Islamabad	PKR	0,00790
PANAMA	Panama	PAB	0,700
PAPOEA - NIEUW GUINEA	Canberra (Port Moresby)	PGK	0,298
PARAGUAY	Montevideo (Asuncion)	PYG	0,000177
PERU	Lima	PEN	0,253
POLEN	Warschau	PLN	0,241
QATAR	Doha	QAR	0,193
ROEMENIE	Boekarest	RON	0,237
RUSLAND	Moskou	RUB	0,0240
RWANDA	Kigali	RWF	0,00117
SAMOA	Wellington (Apia)	WST	0,303
SAOEDI ARABIE	Riyadh	SAR	0,187
SERVIE	Belgrado	RSD	0,00984
SEYCHELLEN	Nairobi (Mahe)	SCR	0,0568
SIERRA LEONE	Dakar (Freetown)	SLL	0,000160
SINGAPORE	Singapore	SGD	0,571

SOEDAN	Khartoum	SDG	0,244
SRI LANKA	Colombo	LKR	0,00641
SURINAME	Paramaribo	SRD	0,212
SYRIE	Damascus	SYP	0,0146
TAIWAN	Taipeh	TWD	0,0238
TANZANIA	Dar es Salaam	TZS	0,000425
THAILAND	Bangkok	THB	0,0235
TONGA	Wellington (Nuku'Alofa)	TOP	0,418
TRINIDAD + TOBAGO	Port of Spain	TTD	0,109
TSJECHIE	Praag	CZK	0,0415
TUNESIE	Tunis	TND	0,506
TURKIJE	Ankara	TRY	0,394
URUGUAY	Montevideo	UNP	0,0372
VENEZUELA	Caracas	VEC	0,163
VER. ARAB. EMIRATEN	Abu Dhabi	AED	0,191
VERENIGD KONINKRIJK	Londen	GBP	1,13
VIETNAM	Hanoi	VND	0,0000331
VS VAN AMERIKA	Washington	USD	0,700
WIT-RUSLAND	Warschau (Minsk)	BYR	0,000136
ZAMBIA	Lusaka	ZMK	0,000140
ZIMBABWE	Harare	ZWX	1,00
ZUID AFRIKA	Pretoria	ZAR	0,0974
ZUID KOREA	Seoel	KRW	0,000641
ZUID SOEDAN	Juba	SSP	0,298
ZWEDEN	Stockholm	SEK	0,110
ZWITSERLAND	Bern	CHF	0,847
	World Bank (IBDR)	SDR	1,12

## **Appendix III Sample application form**

### **SAMPLE APPLICATION FOR MULTI-YEAR GRANTS**

This is a sample application for multi-year grants for up to two years. There are three sections: the organisational check, the programme check and a supplementary organisational check.

The application features an imaginary NGO – the Foundation for Vocational Training for Disadvantaged Groups (BOA). It is based on a combination of elements that are characteristic of many organisations, in both North and South. The resemblance it sometimes shows to other organisations is therefore not accidental, but it remains a wholly fictitious organisation.

The purpose of this sample application is to illustrate the type of information required, not to provide model answers that would earn a maximum score in a real application. For simplicity's sake, the authors have kept the answers compact, emphasising consistency and relevance rather than completeness.

No rights may be derived from the answer content in in this sample application.

### **III. The organisational check**

#### **1. Track record over the past three years**

##### **Ongoing activity:**

Programme financing for the 'Work for Progress 2008-2011' programme (DGIS activity number 0808).

##### **a) *Based on the results achieved over the past three years, the applicant is considered capable of achieving the planned outcomes.***

Due to the economic downturn, total donations to the BOA have fallen 10% short of expectations. Accordingly, the ambitious objectives and results set out in the current 2007-2011 MASP were adjusted downwards during the mid-term review at the end of 2008. At national level, too, contributions from counterpart organisations have also been disappointing due to the withdrawal of support by government bodies.

##### **b) *Based on the results achieved over the past three years, the applicant is considered capable of achieving the planned outputs.***

The outputs envisaged in the approved programme proposal were focused on developing and disseminating new training courses. The following table gives an overview of the courses and qualified instructors to date:

<b>Results (2008-2009)</b>	<b>Intended</b>	<b>Achieved</b>
Number of new training courses	8	10
Number of qualified instructors	40	55
Number of locations	30	35
Number of courses held	2,000	1,800
Number of students	40,000	42,000
Average score in final test	80%	73%
% dropout (failed final test or did not complete the course)	10%	15%

Despite the drop in income, BOA successfully achieved the envisaged results in terms of expanding the number of training courses on offer. While the actual number of courses held was 10% lower than envisaged, this was offset by increasing the number of students enrolled per course.

Although BOA achieved its objectives in terms of student numbers, there are clear indications that having bigger classes was detrimental to educational quality – as shown by the lower average score in the final test and the higher dropout percentage.

**c) *The applicant is considered capable of obtaining contributions from third parties that are necessary to the implementation of the programmes.***

The overarching objective of the Work for Progress 2008-2010 programme was to reduce urban poverty by equipping young people for successful entry to the labour market. The table below shows the results for the main indicators:

<b>Results (2002-2004)</b>	<b>Intended</b>	<b>Achieved</b>
Entrants to the formal labour market	14,000	12,600
Percentage of entrants to the formal labour market	35%	30%
Average starting salary (monthly)	\$80	\$75
Total impact on income per month	\$1,120,000	\$945,000
% of women employed	50%	35%

In practice, the objectives were not fully achieved, due to a combination of students' lower achievement and sluggish economic growth. The clothing industry, in particular, has been hard hit by competition from the Far East, which has dealt a heavy blow to women's entry to the labour market.

**d) *The applicant is capable of ensuring the sustainability of programmes vis-à-vis the ultimate target group.***

In terms of the sustainability indicators identified, the following results were achieved:

<b>Results (2002-2004)</b>	<b>Intended</b>	<b>Achieved</b>
Average contribution per labour market entrant	\$100	\$110
Total contribution by labour market entrants	\$1,400,000	\$1,360,000
Contributions by national governments	\$1,000,000	\$800,000

The table shows that the programme has had mixed results with regard to sustainability. The rise in contributions per labour market entrant is encouraging and offers long-term prospects of greater sustainability. By contrast, the drop in government contributions from partner countries is a cause for serious concern.

A successful pilot project to make job placement services more professional was run in five countries. Participating companies were willing to pay an average 25% of the training costs if the placement candidate proved suitable.

## **2. Planning, monitoring and evaluation**

### ***a) The PME system is sufficient for monitoring progress in terms of outcomes, outputs and sustainability at programme and organisational level.***

In recent years, BOA has championed the development of a monitoring, evaluation and quality management system based on the PIM-PAM-PET principle:

- **Periodic Innovation Monitoring (PIM):** a monitoring system for individual programmes;
- **Personnel and Administration Monitor (PAM):** this gauges the sustainable institutional development of the partner organisations.
- **Partner Evaluation Test (PET):** this measures the long-term impact in terms of contribution to the objectives.

PIM is fundamental to BOA's entire monitoring and evaluation system. It is used to measure individual programmes every three months according to pre-agreed categories, including:

- the number of courses taught;
- the number of students enrolled;
- the average score in the final test;
- the dropout percentage;
- the number of labour market entrants;
- the starting salary of labour market entrants.

### ***b) The organisation periodically commissions independent evaluations of programmes, programme components and its own functioning.***

PET evaluations take place at various levels. At programme level, labour market participation is measured six months after the end of each course, through the student follow-up system.

The PET module also offers a range of opportunities for carrying out specific cross-cutting analyses. These form the basis for periodic reports on attainment within particular courses,



age groups and regions, or alternatively, on the performance of individual teachers or groups of teachers within the various partner institutions.

Every year all the data within the PET system are consolidated in the annual META evaluation, which is carried out by an independent external consultant. The results of these META evaluations contribute significantly to strategic policymaking within BOA's network.

A good example of this is the new strategy for matching training courses to labour market requirements. An early warning signal from the PET module showed that entry to the labour market was slower in countries with a fast-growing economy than in less developed countries, so an in-depth analysis was carried out locally. It showed that the modernisation of the education programme was failing to keep pace with the manufacturing sector. Thanks to this early warning signal a worldwide programme was developed to substantially strengthen interaction with the business community.

**c) *The organisation has a sound, integrated system for quality management in place for its primary processes.***

ISO certification 9002-2000 was obtained in September 2010 and covers the following processes:

- curriculum development
- education
- procurement and administration.

For the time being, the certification does not cover job placement services since insufficient experience has been gained in this area to develop the requisite standards.

In addition to the ISO system, BOA uses the Balanced Score Card (BSC) which monitors:

- financial performance
- customer satisfaction
- learning and development
- internal processes.

There are plans to expand the PIM-PAM-PET system over the next two years into an integrated quality assurance system certified under the ISO-9001-2000 standard.

**3. Financial and administrative management**

**a) The organisation has a satisfactory policy on the financial supervision of organisations with which it has a financial relationship.**

All partner organisations must undergo an annual audit by an external BOA-approved accountant. In the event of any doubts about the accountant's competence, advice will be sought from the local Dutch embassy or an embassy of another major partner country.

If the audit makes recommendations for improvement, the partners should indicate what measures they plan to take to this end. If there are serious failings, the partnership may be suspended or terminated. BOA has incorporated a set of special rules about this in its model cooperation agreement and standard contract (see appendix).

**b) The organisation has a satisfactory system for assessing the quality of partner organisations with which it has a financial relationship.**

The sustainable development of partner organisations is formally supervised by means of the PAM module, which compiles individual achievement cards per organisation based on consolidated PET module data (see appendix).

**c) The organisation has a financial monitoring system in place to identify shortfalls (or potential shortfalls) or surpluses at an early stage and take adequate measures to anticipate these.**

In 2008, BOA made a major change to its accounting and financial monitoring system. The old donor-driven administration, which was organised by project and cost type, was replaced in that year by the Activity Based Costing (ABC) system. ABC is process and product-oriented, enabling a direct link to be established between Objectives, Results, Activities and Resources.

Thanks to this new system, it was established in 2009 that the microcredits fund for former trainees had cost BOA €50,000. With this in mind it was decided to change the fund into a loan fund for students enrolling in courses.

**a) The organisation has a broad donor base.**

BOA derives its income from the following sources:

- 40% from ODA funds (five donors, of which the principal one contributes 25%)
- 35% from the private sector (businesses)
- 25% from donations (by the general public, mainly in the form of church collections).

## **IV. The programme check**

### **1. Policy relevance**

Traditionally, BOA's principal activity has been awarding bursaries to disadvantaged young people. The organisation's total annual budget of €10.5 million is spent as follows:

- bursaries for disadvantaged young people: €8.0 million
- institutional strengthening of counterparts: €2.0 million
- organisational costs (overheads): €0.5 million

Thanks to BOA bursaries, hundreds of thousands of disadvantaged young people have been given better job prospects over the past few decades. However, the combined effect of cheap imports and the economic recession has put considerable pressure on effectiveness as expressed in terms of successful entry to the labour market.

BOA has formulated a multi-year strategy aimed at sustainable institutional strengthening of its partner organisations. This strategy is known as STRICTOR (STRengthening Institutional Capacity for Teaching and Other Resources) and is based on the following operating principles:

- improving the match between curricula and market demand, and the infrastructure (school buildings, teaching aids) of the partner organisations;
- systematically improving employment conditions for teaching staff in order to prevent teachers from leaving the profession;
- creating a proactive placement service to give successful students access to the formal labour market
- raising students' contributions, by improving prospects on the labour market.

In its 2011/2015 strategic plan, BOA has incorporated ambitious objectives for improving the match between curricula and the employment market, and strengthening links with the private sector in order to boost sustainability. The envisaged timeframe is five years, with an estimated total investment of €10 million.

The necessary resources will be deployed to:

- overhaul 50% of the training programmes;
- create efficient placement services in partner organisations, thus boosting the percentage of entrants to the labour market;

- reduce the grant needed for each student by at least 50%;
- strengthen the institutional capacity of counterpart organisations through ISO certification and government accreditation of the training courses.

#### Thematic relevance

The proposed activities tie in directly with efforts to improve education, particularly basic vocational education. The experience of many countries shows that primary education offers no guarantee of better prospects on the labour market. Modernising basic vocational education will not only improve individuals' prospects but will also enhance the overall educational grounding of manufacturing workers in the partner countries, thus boosting growth potential at national level.

Because of the dire situation in Africa, where many young people are being orphaned through the rapid spread of HIV/AIDS, special efforts have been focused on this target group, which will account for at least 33% of the students.

#### Millennium Development Goals (MDGs)

By improving entry to the labour market, the planned programme will contribute to the achievement of the following indicators for progress in the MDGs:

<b>MDG</b>	<b>Target</b>	<b>Indicator</b>	<b>Reporting method</b>
1	Halve the percentage of people living on less than \$1 a day	Poorest quintile's share in national consumption	Additional income through better access to labour market
3	Eliminate gender disparity	Share of women in wage employment in non-agricultural sector	Number of women entering formal labour market
8	Productive work for young people	Unemployment rate among 14/15-year-olds	Number of 14/15-year-olds entering formal labour market

#### Africa

By shifting the focus of concentration from Latin America to Africa, an estimated 55% of the budgeted resources will benefit the target group on this continent.

## Partnerships

Strengthened cooperation with the private sector occupies a prominent place in the proposal. For many organisations, especially those rejected by the public sector or based in the grassroots movement in developing countries, this is largely uncharted territory. However, experience with pilot projects in five countries suggests that there are good prospects for overcoming a history of mutual antagonism. In terms of cooperation with the Dutch business community, new initiatives will be undertaken to recycle used and written-off capital goods such as computer equipment, machine workbenches, etc.

In addition, we will be galvanising cooperation with government authorities. Where possible, efforts will be made to mobilise resources available within the public sector for vocational training in the partner countries, and in particular, taking over the management of vocational schools from the public sector.

## **2. Innovative nature**

### Thematic innovation

The proposed programme seeks to achieve two paradigm shifts in vocational education and among NGOs currently active in this field:

- *Opposing interests of workers and employers*: Many grassroots organisations feel uncomfortable when they hear the phrase 'private sector', because of frequent links in the past between corporations and oppressive regimes – many of which no longer exist. This is a significant problem in Latin America and southern Africa. The proposed programme seeks to break this paradigm, based on shared interests.
- *'The target group cannot afford to pay for their training'*. This much-heard complaint in development cooperation is certainly true when students enrol for training. For this reason, only nominal fees are charged, and their real purpose is to deter dropouts. There is a direct link between the added value of the course to the target group and the amount that has to be paid back retroactively. This new approach is helping to phase out long-established attitudes.

Besides this fundamental change to the position of vocational education, a range of training courses are being introduced in occupational areas that have received little attention in the past: they include computer science via e-learning, and training for computer technicians and laboratory assistants.

### Contribution to efficiency

To promote efficient use of resources, the following measures are being taken within the programme:

- stepping up cooperation with Dutch companies and the established local business community, with a view to recycling office equipment etc.;
- forging partnerships with local authorities on using existing buildings for educational purposes;
- actively deploying retired teachers from the Dutch vocational education sector to work with local partner organisations locally. Their expenses are reimbursed.

### Boosting effectiveness

The number of successful students finding work should double as a result of the complementary placement service and the better matching of curricula to the demands of the labour market. This means that the same result, i.e. number of successful students, will have a higher impact in terms of the objective, i.e. combating urban poverty among young people.

In general, improving the quality of vocational education increases partner countries' ability to attract foreign investment.

It should be noted that members of this particular target group are vulnerable to long-term unemployment and more likely to get involved with drugs and crime. In this respect, successful entry to the labour market has a preventive effect.

In Africa, BOA aims at complementarity with other programmes for 'AIDS orphans' by setting aside one-third of the available training places for young people in this category.

### Increased contribution to BOA's mission

BOA's mission is to reduce poverty in urban areas in developing countries by increasing youth participation in the labour market through the provision of adequate vocational training. The proposal will have a direct impact on the pursuit of the mission by:

- raising the percentage of young people entering the formal labour market by modernising the courses on offer;
- halving the average grant per student by raising students' contribution to the costs.

These results will serve to triple the number of young people successfully entering the formal labour market in 2010 with the help of BOA bursaries.

## **3. Contextual analysis**

**a) The programme is based on a thorough analysis, resulting in a valid definition of the problem and objective.**

The analysis made it possible to identify a number of obstacles to the increased participation of disadvantaged young people in the labour market.

- *Macro level:* For the industrial sector, limited opportunities for international growth as a result of cutthroat competition from products from third countries.
- *Sector level:* Outdated manufacturing techniques and lack of product innovation within the industrial sector, as well as quality management problems (absence of ISO-related certification).
- *Training level:* Outdated training courses do not deliver students that meet the requirements of employers.
- *Individual level:* a widespread culture of poverty, or young people hampered by a lack of confidence in their own abilities.
- *Institutional/governmental level:* ongoing privatisation of education and, in tandem, budget cuts for the publicly funded system.

Definition of the problem

The problem is defined as follows:

*'The growing gap between the demands made on skilled workers within businesses competing on international markets and the quality of vocational education graduates impedes successful entry to the labour market, thereby threatening the future of partner organisations (in the long term).'*

**b) All relevant actors and factors were included in the contextual analysis.**

This proposal was compiled after an extensive analysis involving the target group and partner organisations, representatives from the business community (North and South), universities and government authorities (see also above).

The proposal is based on the multi-annual strategic plan (MASP). At the BOA network's Interim General Meeting, the basic principles of the MASP were discussed and finalised, in consultation with BOA's Southern partners. In the following year, various working groups were set up, in which the partners actively participated.

This proposal was further elaborated by the Institutional Sustainability Working Group (ISWG) and approved, together with the MASP, at the General Meeting of November 2010.

#### **4. Position of partners and target group within the programme**

##### ***a) The programme helps build the institutional capacity of partners in the recipient countries.***

The proposed programme will actively contribute to a general organisational improvement in the partner organisations. In this connection the following initiatives have particular relevance:

- The ISO-9002 programme: BOA will share its own experience with ISO certification with its Southern partners. The aim is to have at least 20 partners certified by the end of the project period.
- The Management Development Programme (MDP), which seeks to professionalise management processes: at least 50 managers will be given the opportunity to attend the special postgraduate course on Not-for-Profit Organisation Management by the Institute for Development Studies in Voorburg.

##### ***b) The partners, or the ultimate target group, can effectively influence the programme.***

To enhance this strategically vital programme, an international steering group will be set up, which will meet every three months (including twice by videoconferencing). It will include two representatives from BOA and three from the partner organisations. The steering group will report directly to BOA's Executive Committee.

Ahead of the Steering Group's meetings, regional meetings will be held at least twice a year to discuss the programme's progress.

#### **5. Outcomes, outputs, activities and resources, bases on the SMART principles**

##### ***a) The formulated outcomes are concrete and fall within the programme's span of influence; they follow logically from the problem as defined in the contextual analysis.***

Outcome:



In 2015, based on current expenditure on bursaries, the BOA network's contribution to reducing poverty among the young urban poor in developing countries will have increased by a factor of 2.5.

***b) Progress in achieving the formulated outcomes can be determined objectively.***

The following criteria will be used to measure the increased efforts to reduce urban poverty:

- Percentage of successful entrants to the labour market – increase relative to the baseline level of 30%
- Average income of labour market entrants – increase relative to the baseline income of \$125

These criteria will be determined based on data collected by the placement services of the partner organisations. Two extra fields will be added to the PIM module for recording the starting and subsequent salaries.

***c) The outputs formulated are concrete and fall within the programme's span of control; they follow logically from the outcomes described in 5 a.***

Outputs:

- 1) Curriculum of 10 training courses improved in response to the requirements of the local labour market.
- 2) Effective, self-financing placement services delivered through business consultants at 20 of the 40 affiliated partner organisations.
- 3) 50% reduction in the average grant per student, by increasing the share of training costs to be paid by students.
- 4) ISO 9002-2000 certification for 20 affiliated partner organisations.

***d) Progress in achieving the formulated outputs can be determined objectively.***

The quality of the results can be measured in the following ways:

Improved courses:

- average scores in final tests (compared to past results)
- student feedback (customer satisfaction)
- commercial feedback (satisfactory level of job market entrants)

Feedback will be obtained by questionnaire. The aim is to achieve an average satisfaction score of 75%. Two extra fields will be added to the PIM module for recording feedback scores.

**e) There is a logical connection between the proposed activities and the envisaged outputs.**

Interaction with the local business community is key to the activities. Training courses will be designed, local staff trained, labour market studies conducted and placement services set up within the counterpart organisations jointly with representatives of the manufacturing sector.

**f) Explain the resources required to achieve the envisaged outputs.**

The required sum of €10 million will be spent on the following results areas:

- 1) curriculum improvement: €7.3 million
- 2) placement services: €2.2 million
- 3) 50% cut in the average net grant: €0 (local staff)
- 4) ISO 9002-2000 certification: €0.5 million.

**N.B.:** *In the interests of simplicity only brief information is given below. The first result only is briefly explained, by way of example. In practice, applicants will be expected to provide a full account of all results achieved.*

From budget to outputs + activities (example: output 1)

*Output 1:* Curriculum for 10 courses. Based on national needs, an average of four courses will be successfully launched at 20 partner organisations.

**Activity 1.1:**

*General analysis of business community's needs; 3 months per course (3 countries x 1 month). Activity to end in mid-2012 (last course).*

**Activity 1.2:**

*Designing a teaching strategy and teaching materials (English, French and Spanish), and a 'train the trainers' course. Activity to end in late 2013 (last course).*

**Activity 1.3:**

*Training local trainers and translating course material into the local language (if necessary). Activity to end in March 2014 (last course).*

**Activity 1.4:**

*Feedback from students and local business, modification of courses to meet specific needs and circumstances. Activity to end in mid-2015 (last course).*

Resources (Result 1):

Activity 1.1:	Personnel NL: 150 months x €8,000	€ 1,200,000
	Travel: 100 tickets (+1 month DSA) at €5,000 each	€ 500,000
Activity 1.2:	Personnel: 300 months x €8,000	€ 2,400,000
	Translations: 100 x €1,000 (based on draft text)	€ 100,000
Activity 1.3:	Personnel NL: 225 months x €8,000	€ 1,800,000
	Travel: 150 tickets (+ ½ month DSA) at €3,000 each	€ 450,000
Activity 1.4:	Personnel NL: 50 months x €8,000	€ 400,000
	Travel: 150 tickets (+ ½ month DSA) at €3,000 each	€ 450,000
		<b>€ 7,300,000</b>

## 6. Risks, monitoring and corrective action

### ***a) A satisfactory risk analysis must accompany the programme.***

The main risk in the proposed plan is the collection of students' contributions. The target group is extremely mobile: its members frequently move and change jobs and most of them do not have a bank account. To cover this risk, agreements will be made with employers to deduct a certain amount from the monthly salary, with the employee's consent. This practice is already current in many countries with regard to bank loans. In addition, the repayment term will be set at a maximum of six months (40% of the monthly salary). Research shows that the target group would be happy to go along with this arrangement.

A second risk is posed by the opportunism of businesses, who may try to hire students directly, thus evading the 25% commission charged for a successful placement. To cover this risk, framework contracts including sanctions will be concluded. However, in practice, seeking recourse to legal action is often a long and complicated procedure.

### ***b) The availability of the funding necessary to implement the programme – in addition to the grant – is guaranteed.***

In addition to the own contributions listed under 6 a) the following inputs are essential to effective implementation of the programme:

- The deployment of teachers who have taken early retirement, estimated at 80 man-months per year. A framework contract has been signed with the umbrella organisation (VUL-Ploeg) (see appendix).
- Every year, the ReCycle Association will supply recycled office and other equipment with a local market value of about \$100,000. This quantity is agreed only in principle, because the match between the availability of equipment and demand in the partner countries cannot be guaranteed in advance (see appendix for cooperation contract).

To monitor progress, two extra fields will be added to the PIM module.

### ***c) The programme has a satisfactory system for monitoring and corrective action.***

See part 5 of the programme check and part 7 of the organisational check.

## 7. Sustainability

### ***a) The programme will produce a lasting effect for the ultimate target group.***

Currently, the target group only contributes up to 10% of the training costs. In the future, each student will sign a placement services contract at the start of the course, specifying that if they are successfully placed as employees, they will pay their share of the course costs. Payment will be deducted from their monthly salary. Students' share in the costs of training will be increased gradually over time:

2010	10%
2011	20%
2012	40%
2013	60%
2014	80%
2015	100%

A similar plan is envisaged for placement services.

***b) The programme contributes to the institutional sustainability of the partners.***

This is measured in terms of:

- the number of organisations that obtain ISO 9002-2000 certification;
- grants as a proportion of the individual partner's total expenditure.

Data for the first criterion will be collected manually; the partner's degree of dependence on grants can be retrieved directly from the PET module.

***c) The programme contributes to the institutional sustainability of the applicant's own organisation.***

The implementation of the programme will serve to boost BOA's capacity to support partners' institutional sustainability, particularly in terms of promoting cooperation with the private sector, both in the South and in the Netherlands.

## **IV. Supplementary organisational check**

### **1. History and mission in relation to sustainable poverty reduction**

#### ***a) Briefly describe the organisation's origins.***

BOA was established in 1975 by a group of Protestant development organisations concerned about rising levels of crime, prostitution and drug use among young school leavers in particular. This high-risk group was frequently unable to afford further education, and their inability to find work soon dragged them into a downward spiral of drugs and crime. A fund was therefore established to help provide bursaries for them. Initially, this fund was financed from the proceeds of church collections which were sent to sister churches in the South.

In the 1980s, BOA took steps to broaden its support. It established an independent office and invited representatives from trade unions, employers and educational institutions to sit on its Executive Committee. At the same time, revenue from church collections and gifts from private donors were supplemented by contributions from businesses and other organisations, and later by a grant from the Minister for Development Cooperation.

The contributions from the Minister for Development Cooperation led to significant moves to increase the professionalism and differentiation of the activities undertaken by BOA. These included improvements to its management structure, increased ownership by partners in the South and new activities relating to curriculum development.

In the 1990s the declining role of government in many developing countries severely undermined the quality of vocational education in the South. This forced BOA into a radical change of direction: besides awarding bursaries to individual students, it began to respond to an increasing number of requests for support from the institutions themselves, which, due to budget cuts, were no longer able to guarantee the quality of the education they were providing. In 1996, BOA revised its 1975 mission statement in response to these developments.

#### ***b) The organisation's main objective serves the goal of poverty reduction.***

'Reducing poverty in urban areas in developing countries by increasing youth participation in the labour market through the provision of adequate vocational training.'

(BOA constitution: Article 2, page 1)

**c) The organisation has made clear, consistent choices with regard to its intervention strategies for sustainable poverty reduction.**

Strategies for sustainable poverty reduction:

*‘...financing, or cofinancing the vocational training of young people in disadvantaged urban areas’* – direct poverty reduction

*‘...institutional strengthening of organisations for vocational education ...’* – capacity building

*‘...influencing social norms on child labour...’* – influencing policy

(Constitution: Article 5, page 2)

This indicates that BOA is active in the three areas of intervention. Although direct funding of training courses for the target group has immediate added value, it is important for the country’s long-term development that a strong network of professional organisations should be created in the field of vocational education. BOA also aims to build partners’ capacity to improve curricula in line with market demands. Making teachers and support staff more professional, and generating its own income are other key aspects of policy. These strategies increase the long-term impact on the group and at the same time reduce the level of external resources needed.

BOA also seeks to influence government policy through its Southern partners. Initially, activities were aimed strictly at child labour, but in recent years the debate in many countries has been extended to official recognition of training courses and cofinancing by the government via the national education budget. In a number of pilot countries, efforts are under way to allocate a fixed percentage of Gross National Product (GNP) to education and enshrine this in law. These activities also serve in the long term to broaden the funding base and strengthen the reputation of the courses.

**2. Strategy, operational objectives and results**

**a) The organisation has a multi-annual strategic plan (MASP) or similar plan that clearly sets out the objectives, envisaged results, activities and resources.**

Objectives, results and activities in the multi-annual strategic plan 2011-2015:

(This plan was approved at BOA’s General Meeting in December 2010)

**Outcomes:**

- Reduced urban poverty through increased labour participation of young people with disadvantaged backgrounds.

- Modern and sustainable vocational education institutions over a greater geographical area.
- Successful national debate in the Netherlands on importing ethically produced goods.

**Results:**

- Within the partner organisations, 250,000 young people have received training worldwide, of whom 12,000 have entered the formal labour market.
- Ten improved and more local market-driven courses, each of which is disseminated through at least 15 partner organisations.
- Effective placement services by business consultants at 30 of the 40 affiliated partner organisations, which will be self-financing after 4 years.
- The target group's average contribution has been raised to 50% of the total training costs.
- Codes of conduct on the import of ethically produced goods have been introduced in at least five sectors of trade and industry.

**Activities (generic):**

- Setting up fund-raising activities for the financing (or cofinancing) of individual training programmes for young people.
- Developing teaching materials and training teaching staff at local level.
- Developing and implementing a training programme for training and supervising job placement officers.
- Creating innovative modalities for student financing, in tandem with labour participation.
- Developing sponsorship programmes for modernising the physical infrastructure of partner organisations.

**b) Partner organisations in the countries where the organisation operates are actively involved in drafting and decision-making on the MASP.**

BOA's MASP is based on a broad contextual analysis. Partner organisations and relevant stakeholders were involved in:

**Analysis:** Prior to the planning stage, the following analytical activities were undertaken:

- *Survey among current and former students:* questionnaire on the quality of training, expectations, experiences since entering the labour market, and willingness to contribute to training costs;
- *Focus interviews with businesses in partner countries:* questions about the quality of students, trends in market demand (job requirements) and willingness to contribute towards the cost of successful placement(s);
- *Educational analysis by the University of Amersfoort* of the quality of teaching staff and materials.



- *Focus interviews with civil servants*: trends in the roles of central and local government in vocational education.

**Formulation:** The procedure for drawing up the MASP was as follows:

- Regional workshops: presentation of research materials; desired results and activities identified.
- First draft version: drawn up by BOA staff.
- National and regional discussion rounds: led to proposed amendments.
- Second draft version drawn up by BOA Management Team.
- Decision-making at the General Meeting of the BOA network in Nairobi, December 2010.

This all means that BOA's partners not only took an active part in the analysis and discussions, but also held formal decision-making powers with regard to the MASP.

**c) The choices and priorities in the MASP are consistent.**

In the light of this contextual analysis, BOA and its partners carried out a thorough SWOT analysis (assessing relevant Strengths, Weaknesses, Opportunities and Threats). The main findings are summarised in the table below:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Access to a constant flow of funds from Dutch society.</li> <li>• Broad support base for activities, due in part to broad composition of board.</li> <li>• Good access to knowledge about modern, market-oriented training packages through Dutch vocational education.</li> </ul>	<ul style="list-style-type: none"> <li>• High dependence of partner organisations on funding flows from the North.</li> <li>• Local partners have poorly developed contacts with the manufacturing sector.</li> <li>• Poor geographical distribution of partner organisations (none in rural areas or provincial towns).</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Growth in world trade combined with lowering of trade barriers.</li> <li>• Liberalisation of partner countries' trade policy, promoting the development of <i>Free Zones</i> (incl. attracting foreign investors).</li> <li>• Rapid development of digital data</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Unfair</i> competition from Far East, esp. China, Vietnam and India.</li> <li>• Declining national budgets for education in partner countries; within these budgets, strong focus on <i>basic education</i>.</li> <li>• Rapid spread of HIV/AIDS among</li> </ul>

traffic.	young people in marginal urban areas.
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Based on this analysis, the following strategic choices have been made:

- **Target group:** In view of its past history and experience, BOA will continue to focus on young people leaving primary education. In view of the rapid spread of HIV, extra time will be set aside for this subject in the curriculum. In Africa there will also be a pilot project aimed at AIDS orphans.
- **Trade and industry:** intensified cooperation with the manufacturing sector in developing training courses and providing job placement services for young people.
- **Churches:** Although BOA's new structure means that it no longer has any formal ties with religious institutions, it continues to use denominational channels, though not exclusively. This helps to boost support in the Netherlands for its activities and provides reliable additional 'markets' for the services provided. At the same time, in the context of the discussion about ethical importing, contacts with trade associations and other civil society organisations will be broadened.
- **Regional spread:** Despite pressure from many national governments, and in the interests of efficiency, BOA's partners will restrict their activities to metropolitan areas. In a limited number of countries, BOA will carry out pilot projects with courses provided through civil society organisations with a rural focus.

### 3. Policy on Southern partners

#### **a) Partner organisations or representatives from countries where the organisation operates have substantial influence on the applicant's policy.**

*Membership of the Executive Committee:* 5 members, including 1 from the South;

*Management Board:* 5 of the 13 members are from the various regions in which BOA is active. (Article 9b, page 6).

All partner organisations formally have a say in the composition of BOA's Executive Committee and Management Board. Several regional committees meet at least once a year and elect representatives.

BOA's Management Board meets at least twice a year. The joint Southern organisations hold 5 of its 13 seats and therefore have a significant influence on the organisation's activities. The Executive Committee's Southern representative participates in the meeting by video conference.

BOA's constitution (Article 10a, page 7) stipulates that the MASP should be adopted by the four-yearly General Meeting. General fine-tuning of the MASP takes place at the Interim General Meeting, which is held two years after the General Meeting. The Southern partners have a binding majority vote in both meetings.

In addition, BOA proactively invites feedback on its results, with the aim of improving the quality and sustainability of vocational education provided by its partner organisations.

In tandem with the 6-monthly Management Board meetings, workshops are given at regional level, with presentations about specific local developments and lectures by representatives from the North on themes such as aligning vocational education with trade and industry, new teaching methods and innovative approaches to subject fields.

The above-mentioned workshops have contributed to the following changes:

- A number of follow-up missions to train instructors in subjects such as new welding techniques, computer-aided drawing, and operating complex types of sewing machine.
- Fifty teachers from partner organisations gained work experience in businesses and training colleges in the Netherlands (over the past 4 years).
- Adapted criteria for awarding bursaries to students. In some countries, existing criteria had led to the undesirable exclusion of certain groups.
- Making pre-payment procedures less bureaucratic, without sacrificing management quality.

***b) The applicant has adapted its partner selection policy to the objectives of the organisation.***

BOA maintains relations with a broad range of partner organisations with whom it has signed formal partnership agreements. Before an organisation can be accepted, it must be assessed on the following:

- Support from the local community, specifically evident from access to the target group and the involvement of students or their parents in the running of the organisation.
- A sound management structure which guarantees responsible expenditure of the awarded grants.
- Good quality of the training courses and an internal monitoring and feedback system.

Organisations interested in joining the network are formally assessed on these criteria. Once approved, they have 'prospective partner' status for a two-year period, and may be subsequently admitted as a fully-fledged partner.

Through this selection policy, BOA seeks to strengthen the national and international reputation of its network as providers of good, market-driven vocational education. In the long term, BOA plans to operate as an internationally recognised 'clearing house' for training programmes of this kind.

**c) *The applicant implements an effective anticorruption and sanctions policy with regard to partners.***

To prevent corruption, nepotism and conflicts of interest, BOA sets its partners the following requirements:

- clear and constitutionally-based separation of executive and supervisory functions;
- exclusion of family members as members of staff, board or committee members, or members of the supervisory board, enshrined in the organisation's constitution;
- audits of the annual accounts performed by recognised accountants;
- effective internal regulations on corruption and fraud, including sanctions.

Over the past three years, these requirements have led to six partners imposing sanctions on staff or organisations with which they had a financial relationship. In one case, BOA terminated cooperation with a partner organisation because the separation between executive and supervisory functions proved to be ineffective.

**d) *The applicant's capacity-building policy aims to develop the independence of partner organisations for which it acts as financier, or of members of the network, i.e. the policy promotes the institutional sustainability of partners.***

Sustainability is key to the activities that BOA supports. At the beginning of 2009, the approved strategic memorandum *Sustainable Learning And NGO Governance (SLANG; see appendix)* defined the following operating principles:

- The maximum duration of the relationship with an individual partner organisation is 15 years; partnerships that are already 10 years old will be gradually phased out over a 5-year period, from 2005.
- The total funding volume may increase up to and including the fifth intervention year. A multi-year strategic plan will then be adopted, under which the cooperation volume is gradually reduced.

BOA has assigned two fulltime members of its staff to build capacity in partner organisations.

Over the past three years, the increased focus on Africa has led to five new organisations joining the BOA network. At the same time, cooperation with the 'ABC countries' (Argentina, Brazil and Chile) has been phased out due to the relative affluence in these countries.

#### **4. Relationship with actors in civil society**

##### ***a) The applicant works together strategically with one or more of the following actors:***

- NGOs
- businesses
- interest groups
- churches
- national/local authorities
- research and educational institutions
- other actors.

##### NGOs

BOA maintains active links with a number of Dutch civil society organisations, among them the FNV trade union federation, the Netherlands Federation of Industry and Employers (VNO), the Dutch Council of Churches (RvK) and the Senior Secondary Vocational Education Association (NVMB). The involvement of these four organisations goes beyond merely attending meetings of the Executive Committee (on which they each have one seat). As well as mobilising their members (through collections, fund-raising and sponsorship), they provide special expertise, e.g. through exchange programmes and work placement schemes.

##### BOA's institutional donors

BOA also has active ties with its institutional donors (DGIS, ICCO, PSO). [In the case of PSO, cooperation takes the form of seconding experts.](#) In addition to the standard annual reports, they receive special reports in areas of interest.

##### Research and educational institutions

For the purpose of developing teaching materials, BOA signed a cooperation agreement with the Applied Didactics Department at the University of Amersfoort's Faculty of Social Sciences. Under this joint venture, the Department makes 20 'advisory days' and one final-year placement student available to BOA. This cooperative partnership guarantees BOA access to the most recent developments in teaching methodology.

## Private sector

In addition to the COBRA platform, through which it works with the private sector on ethical importing, BOA launched HACK in mid-2003 – a venture for recycling computers and other office equipment. The equipment, which has already been written off but is still usable, is then made available to partner organisations. Separate agreements have been concluded with the Post Transport Group (PTG) and MacroSoft International for free software and on-site training of staff and students.

## Local authorities

Where possible, BOA seeks to link in with ventures funded by local authorities and others, as illustrated by the following examples:

- *Zambia*: as part of the increased focus on basic education, complementary programmes have been introduced in vocational and secondary education. By facilitating types of further training that offer prospects on the labour market, BOA ties in with existing policy. The local authorities cover 25% of the costs of this programme.
- *Peru*: BOA supports the National Apprenticeship Institute (Instituto Nacional de Aprendizaje, INA) which is in the process of becoming independent. The Peruvian government has decided to discontinue funding to the institute. To prevent INA becoming a private training establishment with no clear quality requirements, BOA has helped the management to set up a non-profit organisation. In addition, it has conducted activities to strengthen the institute's management and improve the training curriculum. Agreements are currently being made with the government about cofinancing training courses.

## **5. Structure and innovation**

### ***a) The board has a diverse membership in which several different stakeholders are represented.***

Management Board: total of 13 members.

- 3 from Africa;
- 2 from Latin America;
- 1 from Asia;
- 7 Dutch members, representing the VNO, FNV, Dutch Council of Churches, pre-vocational secondary education and three rotating places for other stakeholders.

*A committee of recommendation*: 5 members in total.

- Dr H.J.M van Swieten, Chairman of the Board, FOODCO International;
- HRH Princess Sophia von Baden-Württemberg;
- Mr O.D.A. Funding, former minister for development cooperation;

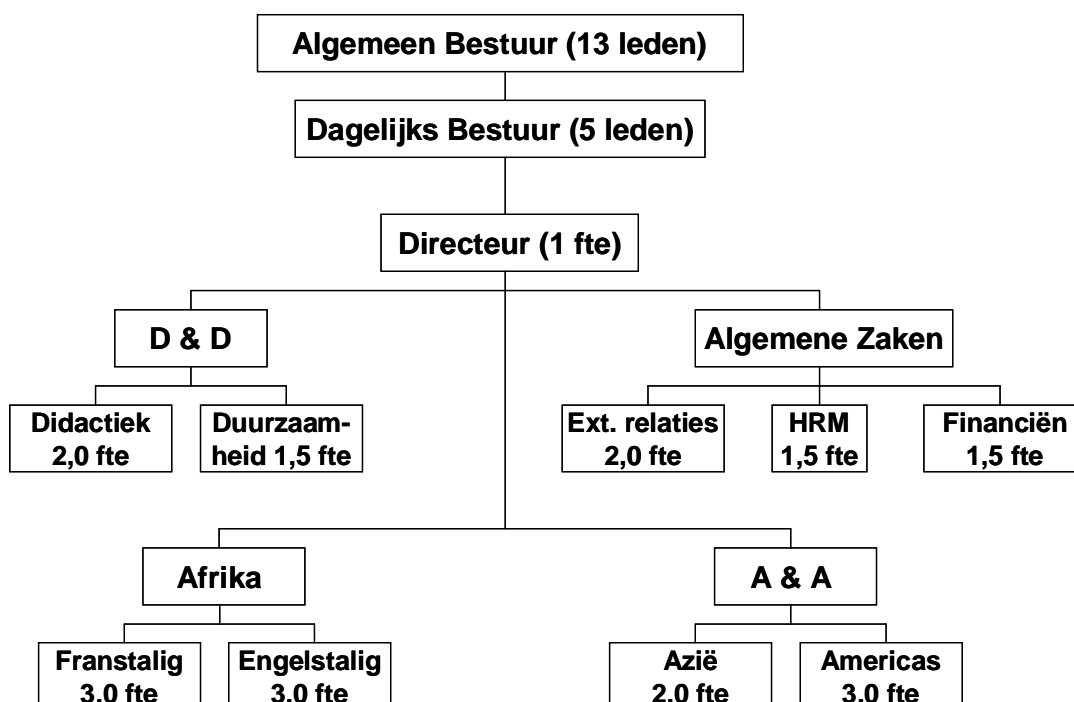
- Professor T.U. van Delft, Chair, Executive Board, Huygens University, The Hague;
- Mr P. van Halen, Secretary-General, United Nations Anti Child Labour Abuse Fund (UNACLAF)

BOA was originally established as an agency within the Dutch Council of Churches, but became an independent body in 1985. It was registered at the Utrecht Chamber of Commerce on 21 March 1985, under number 511303688 (see appendix).

The wide regional spread (five members from the South) and varied backgrounds (four Dutch members) represented on the Executive Committee ensures balanced and independent decision-making unhindered by changing external interests. The frequency of meetings is also designed to achieve a balance between the need for clear commitment and the need to prevent interference in operational matters.

***b) The executive and supervision functions are sufficiently separate. Guarantees are in place to exclude the possibility of family connections between executive board members and members of the supervisory board.***

BOA is run by an executive committee which, under BOA's constitution, must meet at least once a year. However, it has elected to meet at least twice a year, with one meeting held in one of the countries in the South, to increase the influence of the partner organisations on BOA policy. The main duties of the Executive Committee are to define overall policy and appoint a director.



Algemeen Bestuur>	Management Board (13 members)
Dagelijks Bestuur>	Executive Committee (5 members)
Directeur>	Director (1 full-time equivalent)
D & D>	Teaching methods and sustainability
Algemene Zaken>	General affairs
Didactiek>	Teaching methods (2.0 full-time equivalents)
Duurzaamheid>	Sustainability (1.5 full-time equivalents)
Ext relaties>	External relations (2.0 full-time equivalents)
HRM>	HRM (1.5 full-time equivalents)
Financien>	Finance (1.5 full-time equivalents)
Afrika>	Africa
A & A	Asia and Central and South America
Franstalig	French-speaking (3.0 full-time equivalents)
Engelstalig	English-speaking (3.0 full-time equivalents)
Azie	Asia (2.0 full-time equivalents)
Amerikas	Central and South America (3.0 full-time equivalents)

BOA's head office in the Netherlands is characterised by a flat organisational structure. The staff team is led by the director and consists of 26 people (working a total of 20.5 fulltime equivalents). There are separate departments for the various regions, teaching methods and sustainability, and general affairs. The finance department is responsible for implementing financial policy and concluding contracts.

Preparations are currently under way for a change in the organisational structure. The departments will be organised according to the main processes – training course development, placement services and institutional sustainability – and the geographical departments will cease to exist. Geographical expertise will be safeguarded by spreading the regional experts effectively over the processes.

***c) The applicant is capable of organisational renewal to increase effectiveness and efficiency.***

In terms of organisational renewal, the following results were achieved between 2008 and 2010:

- January 2008: new system for measuring staff performance successfully implemented;
- January 2009: new Management Information System adopted;
- November 2010: BOA Foundation certified under ISO 9002-2000.



***d) The applicant is capable of programme renewal to increase effectiveness and efficiency.***

In terms of programme renewal, the following results were achieved between 2008 and 2010:

- Training programmes were expanded to several new subject areas in computer science, electrical engineering and bio-chemistry (e.g. laboratory assistant training).
- Professional placement services were successfully introduced in five countries. In the past, several organisations provided labour mediation on an ad hoc basis. Programme renewal has made the activity more professional.
- Successful e-learning experiment: the new computer science training programme is taught in a virtual classroom, with the teacher, based in Costa Rica, communicating with trainees all over Latin America.