Guidelines for Preparing Proposals and Reports

Canadian Foodgrains Bank

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Introduction to Guidelines for Preparing Proposals and Reports

Welcome to Canadian Foodgrains Bank's Guidelines for Preparing Proposals and Reports. We hope you will find this information helpful as you prepare proposals and reports. These guidelines are meant for implementing partners of Canadian Foodgrains Bank who are programming food aid, food security, or nutrition projects funded by Canadian Foodgrains Bank. There are four sections to the guidelines as outlined below.

- **Section A** provides background information to working with Canadian Foodgrains Bank that will assist you in understanding the mission, structure, and how to work with the Foodgrains Bank most effectively.
- **Section B** provides a format to use when submitting proposals
- **Section C** provides a format to use when submitting Interim Reports
- **Section D** provides a format for Annual Reports and End of Project Reports.

If you would like to download an electronic version of these guidelines, refer to the following CFGB website address - (http://www.foodgrainsbank.ca/project_management_tools.aspx).

Section A – Introduction to Canadian Foodgrains Bank

1. Our Vision, Mission and Values

Vision – A world without hunger

Our Mission – Canadian Foodgrains Bank is a partnership of Canadian churches and church-based agencies working to end hunger in developing countries by:

- Increasing and deepening the involvement of Canadians in efforts to end hunger;
- Supporting partnerships and activities that reduce hunger on both an immediate and sustainable basis;
- Influencing changes in public policies necessary to end hunger.

Our Values - Canadian Foodgrains Bank is rooted in the belief that humankind is created in the image of God and that it is God's desire that no person should go hungry. The availability of food and access to that food is fundamental to life itself. Food is required to sustain life, to provide the strength for work, and to share in the fellowship of one's family and community.

The members and staff of Canadian Foodgrains Bank are guided by the following Christian values:

- ***Right to Food*** – to affirm God's desire and the right of each person to have access to adequate food and to be free from hunger;
- ***Justice*** **-** to recognize the powers and structures that perpetuate hunger for some, and an over-abundance for others, and to address those imbalances;
- ***Human Dignity*** – to respect the dignity and desire of all people to be able to feed themselves;
- ***Equality*** **-** to uphold the value, equality and rights of all women, children and men as creatures bearing the image of God;
- ***Compassion*** **-** to love and stand in solidarity with those who are hungry;
- ***Generosity*** – to recognize God's generosity and the abundance of creation, and to respond with gratitude and generosity in a spirit of love;
- ***Stewardship*** **-** to care for creation and the resources entrusted to us;
- ***Peace*** **-** to foster a culture of peace and respect for diversity;
- ***Right Relationships*** **-** to work with a spirit of humility and mutuality, acting in an honest and transparent manner; and
- ***Unity*** – to find ways of expressing and facilitating unity and community within the Christian church.

2. What We Fund

Canadian Foodgrains Bank funds three types of international programs - food aid, food security, and nutrition. Each project may involve one or more of these categories.

Food Aid often plays an essential role in addressing food shortages and the inability of vulnerable people and communities to access available food, especially during the period of people's lives when the effects of inadequate food intake are most damaging, such as early childhood, pregnancy and breast-feeding. Stabilizing and increasing dietary intake are primary roles of food aid. This is particularly true when there has been a shock to the normal food production and distribution systems. Food aid may protect productive assets and reduce further impoverishment. Food aid is often a first step toward overcoming food insecurity.

Canadian Foodgrains Bank favours food aid that appropriately addresses immediate needs and contributes toward longer-term food security. Common forms of food aid include free distributions, supplementary feeding, food-for-work, school feeding, and institutional feeding. Approximately 75% of Canadian Foodgrains Bank funding is used for food aid.

Food Security: Food security funds support activities that address factors which create hunger in the first place and are often used to complement food aid projects. The primary objective of food security activities needs to be the improvement of food security. Activity examples include provision of crop inputs, promotion of farming methods that improve nutrient recycling, soil conservation and soil water retention in drought prone areas, and the inclusion of the central role of women in food production systems.

Nutrition: Nutrition funds are used to support activities other than food aid that deal with additional factors affecting nutrition and health. Examples include micronutrient supplementation and fortification, water and sanitation projects, primary health care interventions and accompanying education. The primary objective of nutrition activities needs to be the reduction of malnutrition.

Planning and evaluation of nutrition activities must be based on analysis of the nutritional status of the target group. Nutrition programs often work in conjunction with food assistance activities, targeting the same beneficiaries. Nutrition activities may be implemented at the same time or following food aid activities, depending on the context.

3. How We Work

Canadian Foodgrains Bank is a collective of 15 member churches and church-based agencies who meet regularly to coordinate, share experiences and establish policies to work on the shared mission of ending hunger. The membership includes the following:

- Adventist Development & Relief Agency Canada
- Canadian Baptist Ministries
- Canadian Catholic Organization for Development & Peace
- Canadian Lutheran World Relief
- Christian & Missionary Alliance in Canada
- Christian Reformed World Relief Committee
- Emergency Relief & Development Overseas (Pentecostal Assemblies of Canada)
- Evangelical Missionary Church of Canada
- Mennonite Central Committee
- Nazarene Compassionate Ministries
- Presbyterian World Service & Development
- Primate's World Relief & Development Fund (Anglican Church of Canada)
- The Salvation Army
- United Church of Canada
- World Relief Canada

On behalf of its fifteen member agencies, Canadian Foodgrains Bank collects grain and cash donations. The majority of these donations are matched 4 to 1 by Canadian International Development Agency. The funds are then allocated on a project by project basis.

There are three main actors in every project supported by Canadian Foodgrains Bank: an implementing partner organization, a Canadian church or church-based member (referred to as the "member"), and Canadian Foodgrains Bank. Access to Canadian Foodgrains Bank funding is only possible through a member. Proposals are not accepted at Canadian Foodgrains Bank from implementing partners if the member is not involved in the process.

The implementing partner takes the lead in planning and implementing a project, in collaboration with one of the member agencies. The implementing partner, in consultation with anticipated beneficiaries and other organizations working in the area, develops a project concept paper and works with the member to develop a Canadian Foodgrains Bank proposal. Once approved, the implementing partner implements the project and reports to the member based on an agreed schedule.

The member accompanies partners at all stages of project development and implementation. This process includes reviewing the partners' proposal, engaging with the partners to ensure the projects meet the criteria for funding, and providing technical and additional financial support to the implementing partner as appropriate, depending on the member's own capacity and guidelines. When the proposal is complete, the member submits the proposal to Canadian Foodgrains Bank for review and approval. If approved, the funding resources are drawn from the member's account at Canadian Foodgrains Bank. During the course of the project, the member keeps abreast with the project developments and ensures that all of the necessary reports are completed and submitted on a timely basis.

Canadian Foodgrains Bank works together with members and partners in the proposal review, clarification and approval process. Canadian Foodgrains Bank may provide technical assistance related to planning, monitoring and evaluation, as well as logistical support for procurement and shipping of commodities for larger projects. More generally, Canadian Foodgrains Bank is also committed to building the capacity of its network to more effectively address hunger and malnutrition in the short and long term. This commitment includes providing technical information and training in food aid, food security and nutrition programming.

The basic project cycle is as follows:

A. **Concept Paper:** For most projects, it is recommended that the implementing partner and/or member develop a project concept paper (approx. 2 pages) for discussion with the member and Canadian Foodgrains Bank prior to development of a full proposal. This concept paper should include a clear explanation of the need, including the root causes of hunger or food insecurity, and a summary of the intended response, expected results, inputs and budget. Where feasible, even these early stages of a project design should reflect consultations with the targeted communities or other organizations implementing similar responses. The concept paper is submitted to the member for initial feedback. The member will do a preliminary assessment of the concept paper and determine whether or not to submit it to Canadian Foodgrains Bank for consideration.

B. **Project Planning and Proposal Development:** After the member has indicated notional interest in the project, the implementing partner is encouraged to continue consultations with the targeted communities, authorities and other organizations to further develop the most appropriate intervention and develop a proposal (see Section B) which is submitted to the member for review and discussion.

C. **Canadian Foodgrains Bank Proposal Review and Approval:** When the member is satisfied with the proposal and accompanying budgets, the member forwards the documents to Canadian Foodgrains Bank for approval. Canadian Foodgrains Bank project officer reviews the proposal and may request additional information, clarification or suggest changes to the proposed design. Depending on the outcome of this review process, the proposal may or may not be approved.

D. **Signing of Project Agreements:** If the proposal is approved, a budget commit form is signed to set the funds aside and a Project Agreement is drawn up and signed between Canadian Foodgrains Bank, member and implementing partner.

E. **Commodity Procurement:** If the project requires the purchase of food commodities and/or seed, it must be determined who will oversee the procurement process. This will be determined in consultation between the Canadian Foodgrains Bank project officer, Canadian Foodgrains Bank Logistics Department, the member and the implementing partner. Consideration will be given to the capacities of each party, the size of the procurement and the complexities of the procurement process. The decision on who has primary responsibility for procurement should occur at or before the project's approval. Upon approval, the procurement decisions can be finalized.

F. **Transfer of Funds:** Canadian Foodgrains Bank will advance a portion of the budgeted funds to the implementing partner or Canadian Foodgrains Bank member. The details of the disbursement arrangement will be determined in consultation between the Canadian Foodgrains Bank officer, the member and the implementing partner.

G. **Project Implementation:** The partner implements the project in a timely manner, guided by the approved budget and implementation plan as reflected in the Project Agreement. If significant adjustments in either the project activities or budget are necessary, the member and Canadian Foodgrains Bank should be consulted prior to implementing changes. If warranted, the Project Agreement may be amended to reflect agreed changes.

H. **Project Monitoring and Evaluation:** The implementing partner has the primary responsibility for continual monitoring and regular evaluation of the project as outlined in the monitoring and evaluation plan. Project adjustments should be informed by this process.

I. **Reporting:** The implementing partner submits narrative and financial reports to the member based on the reporting requirements described in the Project Agreement. The member will ensure that the reports are complete prior to submitting them to the Canadian Foodgrains Bank program officer, who will review them and follow up on any outstanding issues prior to releasing further funds.

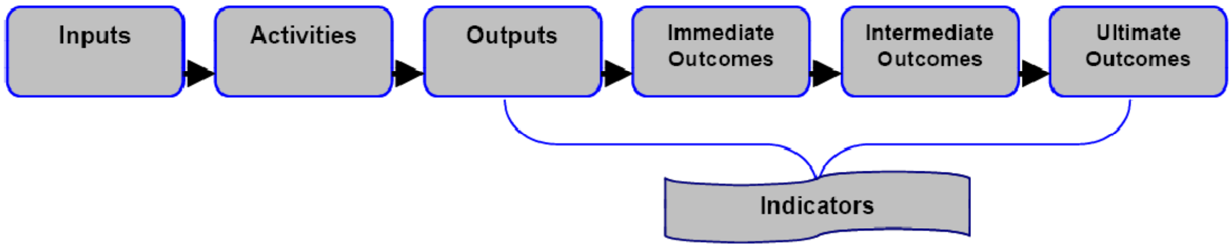
As a learning organization, Canadian Foodgrains Bank and its many stakeholders are keenly interested in sharing lessons learned. These lessons should be documented for each project, and should also be applied to similar projects in the future. Canadian Foodgrains Bank seeks to use its network to share lessons learned so that all partners are better equipped to respond to hunger and malnutrition.

4. Results Based Management

The framework Canadian Foodgrains Bank uses for implementing projects is Results Based Management (RBM). RBM is a commonly used tool that helps organizations to effectively manage projects so that longer term benefits are achieved. The process begins with defining specific realistic expected results that the project hopes to achieve. The pathway to achieving these results involves assessing risk, monitoring progress toward the achievement of the results, integrating lessons learned into management decisions and reporting on the results that were achieved.

The language of RBM often causes much confusion and frustration, especially when the meanings of different terms changes over time or are used differently by organizations. The diagram below outlines some of the key terms that are often used with RBM. Important to note in this diagram is the connection between inputs and ultimate outcomes, often called the results chain. A results chain is based on the idea that every project consists of a series of cause and effect relationships. Inputs are used in project activities. The activities lead to outputs which eventually lead to outcomes. Indicators are most commonly used for outputs, immediate outcomes and intermediate outcomes.

The Results Chain



Source: Splash and Ripple Primer – www.plannet.ca

The following definitions of RBM terms will be used in these guidelines.

INPUTS – these include your organization (structure and staff) and the physical resources (food, seed, vehicles, infrastructure, funding, etc.) that are used in the project to bring about the changes (results) you seek.

ACTIVITIES – these are what you are doing with your inputs. If your project is focused on food aid, the activities may include meeting with communities, setting up distribution lists, procuring food, transporting food to distribution points and distributing food.

OUTPUTS – these describe the products or services most immediately produced by a group of activities. They are often quantifiable and express the amount of work completed. For a food aid project, an output would be the number of beneficiaries who received a specified ration of food. For a food security project, the number of trainings completed on a new agriculture technology would represent an output.

IMMEDIATE OUTCOMES (also referred to as short term outcomes) – these are the first and most immediate results or significant changes as a result of the project. An implementing partner has a significant amount of control in achieving an immediate outcome, in part because they follow shortly after an output or series of outputs. For a food aid project, an immediate outcome would be increased availability of food at the household level, before the food is consumed. For a food security project, an immediate outcome would be a farmer practicing a new agriculture technology in their field.

INTERMEDIATE OUTCOMES (also referred to as medium term outcomes) – these usually flow from a collection of immediate outcomes and describe the next logical change you would expect to occur when one or more immediate outcomes have been achieved. An implementing partner has significantly less control over intermediate outcomes compared to immediate outcomes. For a food aid project, an intermediate outcome would be a family eating 2-3 meals per day. For a food security project, an intermediate outcome would be a household producing enough food to sustain the family until the next harvest.

ULTIMATE OUTCOMES (also referred to as long term outcomes or impact) – these usually describe “big picture” changes that your project is working toward but that you alone cannot bring about. Goal and/or vision statements are roughly equivalent to an ultimate outcome statement.

In order to deepen your understanding of these RBM definitions, refer to the following document produced by PLAN:NET – “Managing for Change: Introducing the Art of Results Based Management” (2009). (http://www.foodgrainsbank.ca/uploads/RBM%20primer%20Splash%20and%20Ripple%20Jan09.pdf)

Section B – Format for Proposal

The format presented below is intended to help you write your proposal. Using the following format to write your proposal is highly recommended. Based on past experience, using the Foodgrains Bank proposal format helps to avoid omitting key pieces of information, and therefore speeds up the proposal review and response process.

The following two key resources should be used in conjunction with this guide to help you write a proposal:

- **TIPS** Sheets - **T**echnical **I**nformation **P**ut **S**imply: These 1-2 page technical information summaries are referenced throughout this proposal guide. They provide additional information on topics related to project planning and design that may help you understand the information required and how to strengthen your proposal. The **TIPS** sheets can be downloaded from Canadian Foodgrains Bank website (http://www.foodgrainsbank.ca/TIPS_sheets.aspx). A binder with the current **TIPS** sheets is available from your Canadian Foodgrains Bank member or directly from Canadian Foodgrains Bank (contact: cfgb@foodgrainsbank.ca).
- Proposal Samples: Sometimes it is helpful to review sample proposals as you prepare your own. A number of proposal samples are being prepared and will be available on the CFGB website for you to download and review.

Suggested Table of Contents for Project Proposals

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   - 3.3. Project Rationale
4. Beneficiary Selection
5. Project Description
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1. Proposal Cover Page

- Proposal Name
- Name of Implementing Partner Organization
- Country
- Specific Location
- Total Budget
- Project Start Date
- Proposal Submission Date
- Proposal Writer

2. Proposal Summary Sheet

- Date of Proposal Submission:
- Project Name:
- Full Name of Implementing Partner Organization:
- Country:
- Specific Areas (e.g.: state/province, county, town, etc):
- Total Budget:
- Expected Project Start Date:
- Expected Project End Date:
- Expected Number of Beneficiaries:
- Brief Description of Beneficiaries:
- Narrative Summary of the Project Including Rationale and Planned Activities: (quarter page or less, please)
- Material Resources Requested
  - Food types and quantities:
  - Seed types and quantities:
  - Tools:
  - Other (specify):
- Implementing Partner Contact Information
  - Mailing Address:
  - Street Address (if different, for courier deliveries):
  - Telephone:
  - Fax:
  - Email:
  - Contact Person and Title:

3. Project Overview

3.1. Implementing Partner Information

- Provides a brief history of your organization.
- Presents your organization's mandate or mission statement.
- Describes your organization's experience in projects similar to the one being proposed and details what was learned in previous projects that will be applied to the current project.
- Provides reasons why your organization is well-positioned to implement the project.
- Includes an audited financial statement for the past year, if available.

3.2. Project Location Background

- Describes where the project will take place (region, province, city/village), accompanied by a map with the project locations clearly marked.
- Describes past and current interventions related to food security by your organization and/or other organizations in the same or adjacent locations. This information, if available, reflects your understanding of the region and builds a stronger case for the project.
- Indicates why you have chosen this specific location as opposed to another area.
- Includes a description of the crop production cycle. Understanding when and what crops are grown will help to understand the context of food insecurity.

3.3. Project Rationale

- Describes the type and severity of the core problem which has caused the food insecurity. This discussion may begin with a brief overview of the problem at a national level, if applicable. However, the majority of the discussion must focus on the communities/region where you expect to work, clearly indicating the nature of the problem (e.g.: flood, hurricane, prolonged drought, soil infertility, poverty, etc.). For more information on identifying the core problem, see TIPS 103 – *The Problem Tree*.
- Describes how the problem has affected the food security of the targeted population. Reference should be made to specific appraisals and situation assessments done by your organization and/or other organizations. If you have done an assessment, be sure to explain the methodology used (e.g.: people interviewed and sample size). If using secondary sources, please reference. Supporting assessment reports can be submitted with your proposal.
- Describes the coping strategies being used which indicate the severity of the food insecurity.
- For additional explanations on developing a Project Rationale, please refer to **Annex A** - *Strengthening the Project Rationale*. For more information on conducting situation assessments, refer to **Annex B**.

4. Beneficiary Selection

- Describes the specific groups and the number of beneficiaries being targeted (e.g.: 500 landless laborers, 1,500 woman-headed households, 800 drought-affected farm families, etc.). Data should be segregated between men and women.
- Describes the criteria used to select the beneficiaries from the groups that were just mentioned. For example, if the general group is drought-affected farm families, the criteria to select the beneficiaries from this group may include households with no livestock, farmers who lost more than 75% of their crop, or people eating less than 2 meals/day, etc. For food security projects, criteria examples may include farmers having at least 0.5 hectares who are capable and willing to train other farmers in the community.
- Describes the methods used to select the beneficiaries, applying the developed criteria. Possible methods include beneficiary lists supplied by local officials, wealth-ranking exercises, community mapping, etc.
- Describes your level of participation and the community's level of participation in setting the criteria and selecting the beneficiaries.

- For more information on targeting beneficiaries, see **TIPS 403** – *Selecting Beneficiaries for Food Aid*.

5. Project Description

This section gives you an opportunity to organize your project in a logical manner by defining your expected results (ultimate outcome, intermediate outcomes, immediate outcomes, and outputs) as well as activities and inputs. Review the discussion on Results Based Management (Page 8) to understand how these project components relate to each other. Examples of logic models are provided in the annex of this proposal guide (**Annex C** – Logic Model Example – Food Aid, **Annex D** – Logic Model Example – Food Security).

As you develop this section, select the most important outcomes and outputs to capture the changes the project will have on the targeted beneficiaries. Selecting too many outcomes and outputs may limit your ability to properly track the indicators of each outcome and output. At the end of the project you will be tasked with presenting and analyzing the data for each indicator.

5.1. Ultimate Outcome

- Consists of a purpose statement which summarizes the overall long-term goal you hope the project will contribute to.

5.2. Intermediate Outcomes (also called an Intermediate Objective)

- Summarizes each intermediate outcome into a concise statement and provides a more detailed narrative explanation of each intermediate outcome. For most projects, one to three intermediate outcomes are sufficient. These are changes which are usually achieved by the end of a project and often represent a change in behavior or practice among beneficiaries. Please note that it is not necessary to include a target for the intermediate outcomes. The target will be developed when designing a Monitoring and Evaluation Plan (Section 6) using a tool called the Performance Measurement Framework.
- Provides a corresponding indicator(s) for each intermediate outcome. These indicators will become the basis for evaluating/measuring the impact of the project (see page 17 – Monitoring and Evaluation). For more information see **TIPS 105** – *Choosing Indicators*.

5.3. Immediate Outcomes (also called an Immediate Objective)

- Summarizes each immediate outcome into a concise statement and provides a more detailed narrative explanation of each immediate outcome. Note that these are changes which immediately affect the beneficiaries. Often they represent an increase in awareness/skills of beneficiaries (food security projects) or increased access to food (food aid projects) among beneficiaries. Please note that it is not necessary to include a target for the immediate outcomes. The target will be developed when designing a Monitoring and Evaluation Plan (Section 6) using a tool called the Performance Measurement Framework.
- Provides a corresponding indicator(s) for each immediate outcome. These indicators will become the basis for evaluating/measuring the impact of the project (see page 17 – Monitoring and Evaluation). For more information see **TIPS 105** – *Choosing Indicators*.

5.4. Outputs

- Lists the outputs of the project. An output is a product or service stemming from a completed group of activities. For a food aid project, an output could be the number of metric tonnes of food aid distributed to a specified number of beneficiaries. For a food security project, an output could be the number of training workshops completed on a specified theme.
- Provides a corresponding indicator for each output. These indicators will become the basis for monitoring the project (see page 17 - Monitoring and Evaluation). For more information see **TIPS 105** – *Choosing Indicators*.

5.5. Inputs

The inputs for the project include all the human and physical resources necessary to implement the project. The types of inputs you require will depend on the type of project you plan to implement. Use the following list of commonly used inputs to guide you in writing this section of the proposal. It is not necessary to list every input below, if it doesn't apply to your project.

- Personnel: Describes the personnel required to run the project and a brief description of their responsibilities. This may include external consultants or workshop facilitators.
- Transportation: Describes the vehicles and/or motorcycles which will be used in the project for transporting staff.
- Administration Offices: Describes the infrastructure and equipment which will be used for administering the project.
- Food Commodities: Presents the amount of food commodities that is required for the project, summarized in a table. For calculating food commodity requirements for food aid projects, use the format provided in **Annex E** as a guide. An electronic version is available on the CFGB website. Include the rationale for selecting both the types of commodities and the ration size per commodity. Refer to **Annex F** for assistance in determining the commodity type and ratio.
- Seed: Presents the amount of seed required for the project, summarized in a table. Refer to **Annex E** for a table format to present the information. Include the recommended rates (i.e.: for maize – x kg/ha or for cassava – x cuttings/ha) for the particular seed that is being procured.
- Tools: Presents the amount of tools required for the project.

5.6. Activities

This section describes the key activities for project implementation. The information you give will depend on your project type (food aid, food security or nutrition) and particular focus. To strengthen your proposal, you can include experiences (your own or someone else's) that demonstrate how these activities have had good results in the past. This will also help the reader to understand why you are doing things a particular way.

Section 5.6.1 lists and describes some common activities that may be presented. Go through the headings carefully and select those items which apply to your project. Add additional activity headings that are unique to your project which are not listed.

5.6.1 Field Activities

- Coordination: Describes who you will consult and coordinate with as you design and implement your project. Important stakeholders and information sources include the community, women's groups, government and other NGOs.
- Beneficiary Selection: NOT REQUIRED IN THIS SECTION. This has already been covered in Section 4: Beneficiary Selection.
- Training workshops: Describes the purpose of the workshops, expected number of beneficiaries, required facilitators if any, etc.
- Construction Project: Describes the activities necessary to undertake a construction project (e.g.: road building, rehabilitation of irrigation canals, construction of sand dams) if this is part of the project.
- Food Distribution Process: Describes the process used to distribute the food if the project is food aid.
- Food Security Enhancement Activity: Food security projects often promote a new technology (e.g.: improved rice varieties) or approach (e.g.: increased participation of women in agriculture production). Include the rationale which describes why and how this new activity will enhance food security. Other examples include seed distribution,

conservation agriculture, sustainable livestock management systems and building or improving locally appropriate irrigation systems.

- Monitoring and Evaluation: NOT REQUIRED IN THIS SECTION. This will be covered in Section 6: Monitoring and Evaluation.

NOTE: If your project does not include your organization procuring food or seed, advance to *Section 5.6.4: Timeline*.

5.6.2 Procurement Planning Activities

A proposal that includes food and/or seed purchases must provide the following additional information:

- Market analysis explaining the effects of buying the required food and/or seeds locally.
- Indicative quotations from three wholesale suppliers for each commodity on the intended type, quantity, quality and delivery terms to be purchased. This information is to be used for budgeting purposes, and not for the actual procurement.
- Description of the procurement activities you are planning to oversee, if any. The key activities include the process of tendering (how many supply companies will be invited to tender, and how their quotations will be received and reviewed), monitoring and surveying arrangements (who will be responsible for monitoring deliveries) and transportation (will transportation be a requirement in the commodity tender, or will it be tendered for separately).

Procurement of food and/or seed commodities is a complex activity that not all implementing partners have the capacity or the interest to undertake. The final decision on who will be responsible for procurement will be based on discussions between your organization (implementing partner), the member and Canadian Foodgrains Bank staff.

Additional information to assist you with this process is available in a Procurement Manual that the Canadian Foodgrains Bank Logistics Department has developed.

5.6.3 Inland Transport, Warehousing and Handling Activities

Inland transport, storage and handling activities only relate to projects which involve the purchase and transport of food and/or seed. If this is part of your project, please include a description of the activities below that relate to your project.

- Border Clearing: Describes arrangements for border clearing (customs, import permits, port handling, and storage) when commodities are crossing a border, either from a neighboring country or an overseas shipment.
- Primary Transport: Describes arrangements for transporting the commodities from the source (often a supplier's warehouse) to the primary warehouse. Explains how the transport providers will be identified and selected. Note: it is also possible to include this function as part of the commodity tender.
- Warehousing and Handling: Describes handling (loading and unloading), and warehousing facilities required for the commodities.
- Secondary Transport: Describes secondary transport arrangements for transporting the commodities from the primary warehouse to the secondary warehouse or distribution sites. Explains how transport providers will be identified and selected.

5.6.4 Timeline

- Includes a timeline that brings together all project activities (including monitoring and evaluation activities from Section 6) and key events to give a clear picture of what will be done and when. For a sample timeline, see **Annex G**.

- Specifies when reports will be submitted to your Foodgrains Bank member. For more information, refer to the Reporting Expectations Summary in **Annex H**.

5.7. Logic Model Summary

- Includes a logic model summarizing the outcomes (ultimate, intermediate, immediate), outputs, and activities. Refer to **Annex I** for a logic model template. *Note: The purpose of the Logic Model is to visually capture the relationship between the outcomes, outputs, activities and inputs.*

5.8. Risks and Mitigation Strategy

- Provides a list of the most important risks the project faces.
- Describes any measures you will take to minimize the risks.

6 Monitoring and Evaluation

Monitoring and evaluation are part of the project cycle and begin from the project's inception. The distinctions between monitoring and evaluation are often blurred because they are defined in various ways. In this Proposal Guide, we refer to monitoring as an ongoing process of information collection on activities and outputs. Evaluation is a less-frequent process of information collection that focuses on outcomes. Both processes involve judgments about achievements, but evaluation tends to take a wider view of an entire project and encompass a longer period of time, often from the beginning of the project to the present.

6.1 Monitoring and Evaluation Plan

- Summarizes key characteristics about each indicator by filling out the Performance Measurement Framework (PMF) table found in **Annex J**. The information required to fill this table includes outcomes, outputs, baseline data, targets, data sources, data collection methodology and frequency, population covered and the personnel who will collect and analyze the data. This template must be completed and included with the proposal. The information for the baseline data and targets will likely not be available at the time of writing the proposal, and therefore should be included in later reporting.
- Describes the information and data collection systems in place or planned that will be used to track progress related to monitoring indicators
- Describes how monitoring information will be used to adjust activity implementation
- Describes the approach that will be taken to monitor the outputs and, where possible, outcomes. Will the community (e.g., vulnerable groups such as women, children, people with disabilities and ethnic groups, among others) be involved in data collection and analysis? Why or why not?

6.2 Baseline Study

The baseline study will form the basis to assess project impacts in the final evaluation. A baseline study is conducted at the start (first activity) of the implementation phase of the project after the proposal has been approved and before any activities have started. The baseline study should focus on providing information that is directly related to the indicators. A baseline study should not be confused with a needs or situation assessment which gives a general overview of the food security situation, but which is usually not linked with the indicators that are part of the project design or focused just on project participants.

The methods of undertaking a baseline study are not prescribed. However, the baseline study should be contextual to the community, with full community participation to include women and children's participation. For the purposes of the proposal, provide a brief outline of the baseline study to be carried out. It is encouraged that age and sex-disaggregated data and qualitative indicators to measure change will be identified and used to measure project outcomes.

6.3 Indicator Tracking Table

The Indicator Tracking Table is a tool to help observe progress in achieving your outputs and outcomes as the project proceeds using the indicators you developed in Section 5. A more detailed explanation of the ITT is found in **Annex K.** See **Annex L** for an ITT Template and **Annex M** for an ITT Example. This tool should be adapted to your situation. Remember that the targets you set during the course of the project depend on the characteristics of your project and the frequency of your monitoring and evaluation.

The ITT is mentioned here so that you can begin using it when your project starts, and use it for reporting purposes (i.e.: Interim Report, Annual Report or End of Project Report). You are not required to submit the ITT in your proposal, but will be required when you submit your reports.

6.4 Project Evaluations

Project evaluations are conducted towards the end of each implementation phase (though in specific contexts, mid-term evaluations are also useful). The major goal of evaluations is to determine whether the activities and outputs accomplished by the project have led to sustainable outcomes and goals. To determine if there has been change from the baseline study, a project evaluation must collect data on the same indicators for the evaluation to be meaningful. Furthermore, a project evaluation should provide recommendations for consideration during the reflection phase that could lead to a redesign or transition.

- Describes the types of evaluation methodologies that are likely to be used for this project's evaluation. How often will the evaluations take place? How will different social/vulnerable groups be involved in the evaluation? Are ex-post evaluations being considered for the project (i.e., evaluations that take place after the close of a project)? Describe how the evaluation data will be used to inform future projects. Any further details on the type of evaluation chosen can be included as an annex, if needed.

7 Cross-Cutting Themes and Principles

This section highlights specific themes and principles which should be considered throughout proposal development. You may have already considered some or all of the following points. This section will give you the opportunity to highlight how your proposal has been developed using the cross-cutting themes and principles.

7.1 Gender

- Explains how the project harnesses and develops capacities, and addresses the different needs, interest and vulnerabilities of affected women and men, girls and boys.
- Describes how the project strengthens women's roles in decision making, ensures women's voices are heard, and expands opportunities for both girls and boys.
- Provides data disaggregated by sex to track and report on progress in achieving gender-specific results.
- For additional information to assist with gender sensitive programming, refer to **Annex N**.

7.2 Beneficiary Involvement

- Explains how the project encourages beneficiaries to be involved in the situation assessment, project design, implementation, monitoring and evaluation.

7.3 Environment

- Provides an environmental impact analysis of the project. Since human activity is so linked and dependent on the environment, solutions to improve the food security in both the short-term and long-term must not degrade the environment in order to be sustainable. In fact, the very solutions often are grounded in improving the environment. The following questions will assist in guiding your environmental impact analysis:

- What elements of the project could have adverse impacts on the environment, and what are those impacts?
    - What adverse effects could the environment have on the project?
    - What strategies and specific measures will be taken to avoid or minimize possible adverse impacts?
    - What follow-up will insure that these measures are implemented?
- If a new physical structure is being constructed or an existing structure is being expanded, provide details on the approximate dimensions and the distance of the construction to a water body (e.g.: canal, pond, reservoir, etc.). Typical examples of new physical structures include buildings, roads, ponds, sand dams and irrigation canals. Under some situations, an environmental assessment will be required.

7.4 Capacity Building

- Presents a capacity building strategy with specific activities to strengthen your organization or the community where the project will be implemented. How will your organization improve its ability to implement the project?

7.5 Sustainability

- Explains how the project has considered sustainable recovery and development, and if these considerations are not clearly spelled out in the planned activities, explains why.
- Describes how services or structures established by the project will be sustained and presents a plan for the withdrawal of the agency and transfer of the projects assets and any remaining active initiatives.

8 Budget

- Presents a table to summarize estimated costs of major activities and inputs in the currency in which the majority of expenses will be incurred. See **Annex O** for a budget format example for a food aid project and **Annex P** for a food security project. Attach your budget as a separate Excel document.
- Provides the following banking information: name and street address of bank, account number, and name and street address of account holder.

9 Checklist

After finishing your proposal, please review the following checklist to make sure you have included all the critical pieces of information before sending it to the CFGB member to review.

- ✓ Narrative proposal
- ✓ Situation/Needs Assessment Study Report (if available)
- ✓ Food Commodity Requirements Table (if applicable)
- ✓ Seed Requirement Table (if applicable)
- ✓ Logic Model
- ✓ Performance Measurement Framework
- ✓ Environmental Assessment Report (if applicable and available)
- ✓ Activity Timeline Chart
- ✓ Detailed Project Budget
- ✓ Implementing Partner Banking Details (if applicable)
- ✓ Outcomes, outputs and indicators are first presented in Section 5.1 – 5.4. of your proposal. Some or all of this information is repeated in the Logic Model, Performance Measurement Framework and Indicator Tracking Table. Review these sections to make sure the outcomes, outputs and indicators are consistent throughout the proposal.

Section C – Format for Interim Project Report

The format presented below is intended to help you write your Interim Project Report. Using the following format to write this report is highly recommended. Based on past experience, using the Foodgrains Bank report format helps to avoid omitting key pieces of information, and therefore speeds up the review and response process. If you chose to use your own format, please review this format carefully to make sure you have included all the relevant pieces of information that we require.

There are several reasons for completing an Interim Project Report. First, this report allows you to measure your progress in completing the planned activities and reflect on how well the activities were conducted. Second, this report is required if you are expecting an additional advance of funds. Third, this report will help you prepare for the more detailed annual and/or end-of-project report (see Section D).

The Interim Project Report is required at the midway point for projects that are six months to one year in length and for projects that are multiphase (projects consisting of several phases usually longer than a year). For multi-year projects, an Interim Project Report is required at the 6 month period for each year of the project or sooner, if required by cash flow needs. In addition to interim reports, multi-year projects also require annual reports and an end-of-project report. For more information, see the Reporting Expectations Summary (**Annex H**).

Some of the key points to consider when preparing your Interim Project Report include the following:

- ✓ This document should be written to help you measure your success in completing activities and general monitoring of your project, and to also report this information to stakeholders.
- ✓ Review your proposal and project agreement before writing the Interim Project Report. These documents will help you focus on the key issues as you write the Interim Project Report.

Suggested Table of Contents for an Interim Project Report

1. Interim Project Report Cover Page
2. Project Overview
   2.1. Background and Project Rationale
   2.2. Update on the Food Security Situation
3. Approved Changes to Project Proposal
4. Baseline Survey
5. Inputs Summary
6. Activity Summary
7. Results Summary – Outputs and Immediate Outcomes
8. Lessons Learned/Experience Gained
9. Interim Financial Report

1. Interim Project Report Cover Page

- ✓ Project Name
- ✓ Report Type – Interim Project Report
- ✓ Project Timeframe being Reported
- ✓ Report Writer
- ✓ Name of Implementing Organization
- ✓ Country
- ✓ Specific Location
- ✓ Total Budget
- ✓ Project Start Date
- ✓ Report Submission Date

2. Project Overview

2.1. Background and Project Rationale

- Presents a brief summary of Sections 3.2 and 3.3 from the approved project proposal. This section should not be more than a paragraph. The purpose is to remind the reader of the situation that existed at the time the proposal was written.

2.2. Update on the Food Security Situation

- Provides an update on the food security situation by identifying events **outside of your intervention** which have affected the food security situation in the project area(s) since the project began or your last report. Examples of these types of external factors include favorable rains resulting in an above average harvest, a government fertilizer input program, continued drought, political unrest, projects carried out by other NGOs, etc. **Please note that this section is not for reporting on the impact of your intervention, nor the general situation in the country.**

3. Approved Changes to Project Proposal

- Indicates significant changes to the original design (if any) because of unexpected changes during the period the interim report covers. These changes should have been discussed and approved by your member and CFGB program officer. Areas where changes sometimes occur include participation selection criteria, beneficiary number, project location, start and end dates, etc.
- Explains why the changes were necessary and when they were approved.

4. Baseline Study

- Provides a summary of the findings from the baseline survey. Since the project proposal was approved, you will have completed a baseline study. Summarize your findings from the baseline survey in this section and if you developed a survey tool (i.e.: questionnaire), please attach a copy to this report. Clearly explain the methodologies used in the baseline study to gather information (quantitative and/or qualitative) about your project indicators.

5. Inputs Summary

- Summarizes the receipt and distribution of inputs for your project to date. For Sample Input Table templates, refer to **Annex Q.**

6. Activity Summary

- Summarizes completed activities.

7. Results Summary – Outputs and Immediate Outcomes

Refer back to your Indicator Tracking Table that you developed for your proposal and attach to this report. This document will provide the information you need to summarize your progress in achieving the immediate outcomes and outputs.

7.1. Outputs

- Summarizes the progress made in achieving the outputs, based on information in the Indicator Tracking Table. Outputs usually represent one or more completed activities.
- Discusses outputs which are behind or ahead of schedule, explaining reasons for the variance.

7.2. Immediate Outcomes

- Provides a summary of the progress in achieving immediate outcomes, based on information in the Indicator Tracking Table. Depending on the type of immediate outcome, you may or may not see progress at the time of your Interim Project Report.

8. Lessons Learned

- Recaps the most significant risk mitigation and risk management strategies applied during the reporting period.
- Describes anything you learned about your organization, organizations you work with, communities, and beneficiaries.
- Summarizes information that would be useful for other organizations.

9. Interim Financial Report

- Indicates the actual amounts received and disbursed for each budget line item and variance (both in currency and percent terms) to approved budgeted amount to date. Use the approved budget which should include additional rows and columns to fill in the actual and variance. See **Annex O and/or P** for budget/financial report examples.
- Summarizes current fund balance as the difference between funds received and spent to date.

Note: If your project is multi-year, begin thinking about providing an **Updated Work Plan** to assure for the timely arrival of funding for the next project year. In order to assure you have funds to begin the next project year of a multi-year program, CFGB must receive an Updated Work Plan two months prior to the end of the current year. The specific requirements of the Updated Work Plan depends on the content of the original proposal and possible project design modifications. Often, a budget for the next project year and an updated activity plan are required. More information is available in your Project Agreement. If there are significant changes in the next project year from the information provided in the initial proposal, you must discuss and agree on the proposed changes with your member and CFGB. The Project Agreement will be then adjusted, along with other documents (i.e.: Logic Model and/or Performance Measurement Framework) if necessary.

Section D – Format for Project Report

The format presented below is intended to help you write your project report. Using this format to write your report is not required, but highly recommended. Based on past experience, using the Foodgrains Bank reporting format helps to avoid omitting key pieces of information, and therefore speeds up the report review process and final fund disbursement.

This project report guideline should be used in the following report types listed below. For more information, see the Reporting Expectations Summary (**Annex H**).

- Annual Project Report - for projects that are multi-year, generally covering a reporting time period of a year. If the project is for three years, annual reports are required each year to measure progress in achieving results. The final report for the three year project would be the "End of Project Report" as described below.
- End of Project Report - for projects that are either less than one year or final reports for multi-year or multi-phase projects. If the report is covering a year or a phase that has not yet been reported on, please assure that this reporting is covered, as well as a summary of the impacts since project inception.

Some of the key points to consider when you are preparing your project report include the following.

- ✓ This document should be written as much for your record keeping and learning as for the donor.
- ✓ Review your proposal and project agreement before writing the project report. These documents are the foundation for the project report as you report on targeted results and actual results.
- ✓ Present what you have accomplished and how you would do things differently in the future.
- ✓ If significant management and implementation changes were made during the course of the project, they should be clearly identified and explained in the text.

Suggested Table of Contents for Project Reports

1. Project Report Cover Page
2. Project Overview
   - 2.1. Background and Project Rationale
   - 2.2. Update on the Food Security Situation
3. Changes to the Approved Project Proposal
4. Monitoring and Evaluation Methodology
5. Actual Results Achieved (Results Chain)
   - 5.1. Inputs
   - 5.2. Activities
   - 5.3. Outputs
   - 5.4. Immediate and Intermediate Outcomes
   - 5.5. Ultimate Outcome
6. Cross-Cutting Themes and Principles
   - 6.1. Gender
   - 6.2. Beneficiary Involvement
   - 6.3. Environment
   - 6.4. Capacity Building
   - 6.5. Sustainability
7. Learning
   - 7.1. Lessons Learned
   - 7.2. Testimonials
8. Financial Reporting

1. Project Report Cover Page

The project report cover page requires the following information:

- ✓ Project Name
- ✓ Report Type – Annual Report or End of Project Report
- ✓ Project Timeframe Being Reported
- ✓ Name of Implementing Organization
- ✓ Country
- ✓ Specific Location
- ✓ Total Budget
- ✓ Project Start Date
- ✓ Project End Date
- ✓ Report Submission Date
- ✓ Report Writer

2. Project Overview

2.1. Background and Project Rationale

- Presents a brief summary of Sections 3.2 and 3.3 from the approved project proposal. This section should not be more than a paragraph. The purpose is to remind the reader of the situation that existed at the time the proposal was written.

2.2. Update on the Food Security Situation

- Provides an update on the food security situation by identifying events outside of your intervention which have affected the food security situation in the project area(s) since the project began. Examples of these types of external factors may include favorable rains resulting in an above average harvest, a government fertilizer input program, continued drought, political unrest, projects carried out by other NGOs, etc. **Please note that this section is not for reporting on the impact of your intervention, nor the general situation in the country.**

3. Changes to Approved Project Proposal

- Indicates significant changes to the original design (if any) because of unexpected changes during the implementation period. These changes should have been discussed and approved by your member and CFGB program officer. Areas where changes sometimes occur include participation selection criteria, beneficiary number, project location, start and end dates, etc.
- Explains why the changes were necessary and when they were approved.

4. Monitoring and Evaluation Methodology

This section should explain how you collected the information that was used to measure results. Review Section 6 of your proposal, the Performance Measurement Framework and Indicator Tracking Table before writing this section.

- Summarizes the monitoring and evaluation plan that was used (Attach the Performance Measurement Framework that you developed in your proposal – see **Annex J** for the original template).
- Explains any changes that were made in the monitoring and evaluation plan compared to the plan presented in Section 6 of the proposal (page 17).
- Provides additional information on the methodology that was not presented in the proposal. This information should include a copy of the survey(s) and/or focus group discussion questions, as well as the date when they were conducted and number of participants.

5. Actual Results Achieved (Results Chain)

This section of the report is a summary of the results achieved by the project. Each of the components of the results chain – inputs, activities, outputs and outcomes (immediate and intermediate) – need to be included in this section of reporting. Before working on this section, review the summary of RBM concepts on page 9 of this guide to understand how each component of the results chain is defined and linked.

5.1. Inputs

This section describes some of the reporting required for the most common inputs used in your project. Refer to the input summary you developed in your proposal. Only those inputs which were purchased for the project should be included in this section.

If you are writing an annual report for a multi-year project, only include the inputs received and utilized in the current year. If you are writing an end-of-project report for a multi-year project, include the inputs received and utilized during the current year and for the project overall.

- Food Commodities (for Food Aid/Assistance and Food for Work Projects)
  - Itemizes the receipt and distribution of food commodities by the project to date. For sample Input Table templates, refer to **Annex Q.**

- Seeds, Tools, etc.
  - Itemizes the amount and type of seeds, tools and other items that were received and distributed by the project to date. For sample Input Table templates, refer to **Annex Q.**

5.2. Activities

- Summarizes the activities completed by the project. Refer to the list of activities described under Section 5.6 of your proposal. When a project has under-performed in achieving expected results, more detailed explanation of the activities is required to help understand why the results were not achieved.

5.3. Outputs

Outputs are direct products or services stemming from a group of project activities. Specific outputs were developed in your project proposal with corresponding indicators. These were tracked using the Performance Measurement Framework (**Annex J**) and Indicator Tracking Table (**Annex K**). Review these documents before writing this section of the report.

In this section, you will compare your actual outputs with the targeted outputs using the Performance Table (**Annex R).** Performance tables also show the reader the links between the planned and actual outputs with intended versus actual beneficiaries and the problems/risks encountered.

The required tasks for each output using Performance Tables are as follows:

- Uses <u>one</u> Performance Table <u>for each</u> of the outputs found in Section 5.4 of your proposal.
- Compares the planned outputs with the actual outputs based on the data collected for each indicator.
- Provides reasons why or why not the outputs were reached.

- Indicates the number of intended versus actual beneficiaries and provides reasons for the differences.
- Discusses the risks, as identified in Section 5.8 of the proposal, which had the greatest effect on achieving the outputs. Risks not identified in the proposal which affected the project outputs should also be discussed.
- *Note: Annual project reports only need to report on the established outputs for the reporting year. However, <u>if your report is an End of Project Report covering two or more years, the reporting in this section must also summarize the outputs from when the project began.</u>*

5.4. Immediate and Intermediate Outcomes

Immediate and intermediate outcomes represent significant changes that result from one or more outputs. Specific immediate and intermediate outcome were developed in your project proposal with corresponding indicators. These were tracked using the Performance Management Framework (**Annex J**) and Indicator Tracking Table (**Annex K**). Review these documents before writing this section of the report.

In this section, you are required to compare your outcomes with the targeted outcomes (both immediate and intermediate) using the Performance Table found in **Annex R.** Performance tables also show the reader the links between the planned and actual outcomes with intended versus actual beneficiaries and the problems/risks encountered.

The required tasks for **both immediate and intermediate outcomes** using Performance Tables are as follows:

- Uses <u>one</u> Performance Table <u>for each</u> outcome found in Sections 5.2 and 5.3 of your proposal.
- Compares the planned outcomes with the actual outcomes based on the data collected for each indicator.
- Provides reasons why or why not the outcomes were reached.
- Indicates the number of intended versus actual beneficiaries, and provides reasons for the differences.
- Discusses the risks, as identified in Section 5.8 of the proposal, which had the greatest effect on achieving the outcomes. Risks not identified in the proposal which affected the project outcomes should also be discussed.
- Includes a summary of the tools used measure the indicators. These may be surveys and/or focus group discussion results which should be added as an attachment in the report.
- *Note: Annual project reports only need to report on the outcomes for the reporting year. However, <u>if your report is an End of Project Report covering two or more years, the reporting in this section must also show the cumulative outcomes from when the project began.</u>*

5.5. Ultimate Outcome

- Repeats the purpose stated in the proposal. This is the overall long-term goal you expect the project will contribute to.
- Identifies contributions the project may have made in achieving the ultimate outcome.

6. Cross-Cutting Themes and Principles

Reporting on how the cross-cutting themes and principles were applied to your project is a key component of the project report. Review Cross-Cutting Themes Principles discussion of your proposal before working on this section.

6.1. *Gender* – describe how the project actually harnessed and developed the capacities, and addressed the different needs, interest and vulnerabilities of affected women and men, girls and boys.

6.2. *Beneficiary Involvement* – to what extend were beneficiaries involved in decision making related to the design, delivery and monitoring of the project?

6.3. *Environment* – what considerations were made during project planning and implementation which contributed to the improvement and revitalization of the bio-physical environment? What steps were taken to mitigate the risks identified in the environmental analysis? How effective were these mitiaging measures? What unexpected environmental impacts, both positive and negative, were encountered?

6.4. *Capacity Building* – what were the most notable areas where the capacities of your organization and the beneficiaries were strengthened?

6.5. *Sustainability* – what elements of sustainability were actually incorporated into the project? What impact will these have on the future sustainability of the project impacts?

7. Lessons Learned and Testimonials

7.1. Lessons Learned

- Recaps the most significant risk mitigation and risk management strategies applied.
- Describes anything you learned about your organization, organizations you work with, communities, and beneficiaries.
- Summarizes information that would be useful for other organizations.
- Summarizes any lessons learned or challenges in the procurement process and transport, warehousing and handling activities.

7.2. Testimonials

- Provides 2-3 testimonials by beneficiaries who benefited from the project. These stories emphasize the human dimension of your work and are not limited by protocols or principles of results-based management. Use them to highlight both project challenges and successes.

8. Financial Reporting

- <u>Includes a financial statement</u> with the actual amounts received and disbursed for each budget line item and variance (both in currency and percent terms) to approved budgeted amount for the reporting period. Use the approved budget which should include additional columns to fill in the actual and variance. See **Annex O and/or P** for examples of the Budget Template.
- Summarizes total funds received for the reporting period and outstanding balance (negative or positive). This information should be incorporated into the financial statement.
- <u>Includes a narrative explanation</u> for expenditures that vary by 10% or more of the original budgeted amount (i.e.: less than 90% or more than 110% of budget).
- Submit copies of financial receipts for all transactions valued at US$1,000 or more. Receipts indicate and verify that payment was received by a supplier of goods or services. Quotes, invoices and contracts are important financial documentation but typically do not indicate payment was received

9. Checklist

After finishing your report, please review the following checklist to make sure you have not over-looked these critical pieces of information before sending it to the CFGB member to review.

- ✓ Logic Model
- ✓ Performance Measurement Framework
- ✓ Performance Tables
- ✓ Input Utilization Tables (if applicable)
- ✓ Detailed Financial Statement indicating transfers and balance

Annex A: Strengthening the Project Rationale

The Project Rationale (Section 3.3) is an important part of the proposal to justify the need of the proposed intervention. Since Canadian Foodgrains Bank only supports projects with a strong link to food security, your Project Rationale must be designed to <u>demonstrate how the problem has increased food insecurity</u>. This discussion must be supported with primary and/or secondary information sources.

There are two shortcomings often found in project rationales. The first is limiting the problem discussion to the national level, without focusing on the evidence of the problem in the project location. The second is not properly referencing and explaining the methodology on how the assessment data was collected. The following discussion provides more detail on the three areas you need to consider in Section 3.3 as you develop your project rationale.

1. Description of the Problem

The Project Rationale section must begin by describing the type and severity of the problem that created the food insecure situation, with emphasis on the following points:

- **Basic Description of Problem**: What is/was the event that caused the problem? It could be a major disaster like a flood, conflict, or drought. Or, it could be a chronic problem related to years of poverty that has increased food insecurity.
- **Timeframe**: When did it happen? The time period may be over the span of a single day (hurricane), over several months (drought), or many years (declining soil fertility).
- **Magnitude**: How large is the area that is affected? How many people are affected overall <u>and</u> in the specific area of the proposed project?

2. Food Security Impact on the Population

In this section, it is important to link the "problem" with food insecurity. Below are three food security indicators which are often applicable to areas that are food insecure. Please discuss the relevant indicators for your proposal, using the most recent assessment that is available.

- **Food Availability**: What happened to household food stocks as a result of the problem? What has been the trend over the past month or past year? Has the problem affected the availability and price of the food in the market? How long will the remaining food sustain the population? Always indicate the source and methodology of data collection.
- **Food Production**: The problem may affect the ability of the population to produce food in the future. When can the population expect to produce the next harvest or earn money to purchase food? Did they lose assets (tools) to produce food? What other factors linked to the problem may affect their ability to produce food?
- **Malnutrition**: What are the impacts of the problem on malnutrition and the incidence of key illnesses?

3. Coping Strategies

People develop coping strategies to overcome some of the effects of the lack of food in their diet, most of which are harmful to their health, while others are positive. Common coping mechanisms include selling off household items, emigration, reducing number and size of meals or looking for labour opportunities to earn income to purchase food. Collecting this data is often difficult and time-consuming. Providing as much of this information as possible will strengthen your proposal.

Annex B: Situation Assessment Resources

The first step in conducting a situation assessment is gathering as much information as possible from other sources, such as government departments, UN agencies, and other NGOs. There is no point in duplicating work that has already been done to describe and document the current situation. To be relevant and useful for situation analysis, data from other sources should be specific to the project area and target population. For example, national statistics may give a very general picture, but do not tell you much about the specific project area. If specific information is not available from other sources, you will need to collect it yourself.

Describe how you collected the information and give details of any data (actual percentages, number of people, etc.). Whether you do an assessment yourself or rely on information from other sources, you will have a more complete picture of the situation if you use both **formal** and **informal** data.

Formal data collection involves gathering information that describes the food security situation. Several data collection tools can be used including surveys, focus group discussions, and ongoing monitoring of markets, weather, soil conditions, etc. In all cases, your methods and measurements should be based on commonly accepted practices and standards. For surveys, this includes the following key considerations:

- **WHO you ask (the *sample*)**: Important considerations are sample size (you need to ask enough people to ensure that you get reliable numbers) and the method of sample selection (people should be randomly selected without bias to any particular group). See **TIPS 201** for more information on choosing a sample.
- **WHAT you ask:** Most often, this means developing a set of questions. Beware of asking for too much information. Asking too many questions takes up a lot of time and energy (both for the respondents and for your own staff). Test each question by considering what you will do with the information. Only ask for information that will help to understand the problem, assess its severity and develop an appropriate response.
- **HOW you ask:** The method of data collection is very important. Avoid questions that will be offensive, that will make people suspicious, or are too easily manipulated. People may give answers that they think will benefit them. It takes a good questionnaire and skilled interviewers to conduct a survey which accurately reflects the food security situation. If your measurements involve instruments (e.g. weighing scales, length boards, etc.) ensure that the instruments are working properly and that the enumerators are trained to use them correctly. The enumerators must be very conversant with the questionnaire so the data can be cross tabulated.

Further information on methods useful for situation assessment can be found in the following information sheets:

TIPS 201: Choosing a Sample
TIPS 202: Interviews and Focus Groups
TIPS 203: Designing a Questionnaire
TIPS 204: Anthropometric Indicators
TIPS 301: The Household Economy Approach
TIPS 302: The Famine Early Warning System

Informal data collection does not require the use of standard methods. Rather, this refers to intuitive, subjective information gleaned from conversations, field visits, and reports from staff. Often, the informal data provides important insights and nuance that is missed by the formal methods. Thus, informal information can help to correctly interpret and explain the findings of more formal assessments. However, informal information alone does not make a strong case to the outside reader, since it can be quite subjective. This is why a mix of formal and informal information is best.

Annex C: Logic Model Example – Food Aid Project

INPUTS **Human and physical resources**	ACTIVITIES **The things you "do" with your inputs – the actions**	OUTPUTS **Completed activity summary**	IMMEDIATE OUTCOMES **Short-term results emerging from the outputs that represent a change in accessibility to food**	INTERMEDIATE OUTCOMES **Medium-term results emerging from immediate outcomes that usually represent a change in behavior**	ULTIMATE OUTCOME **Longer-term results emerging from the intermediate outcomes that the project is working towards, but which you alone cannot achieve**
Food Funds Vehicles Office Space Office Supplies Base Camp Warehouses Personnel	Registration of beneficiaries Verification of beneficiaries Procurement and delivery of food Warehousing control and dispatch Food distribution	X MT of food delivered to communities and distributed to X beneficiaries	Increased availability of food commodities at beneficiary households	1. Increased number of meals consumed by targeted HH. 2. Reduced rationing of food at mealtimes by targeted HH. 3. Reduced sales of productive assets to buy food by targeted HH. 4. Reduced out-migration in search of income to buy food by targeted HH. 5. Reduced consumption of famine foods by targeted HH.	All community members have access to sufficient, safe and nutritious food at all times to maintain a healthy and active life.

Annex D: Logic Model Example - Food Security

INPUTS **Human and physical resources**	ACTIVITIES **The things you "do" with your inputs – the actions**	OUTPUTS **Product or service stemming from a completed group of activities**	IMMEDIATE OUTCOMES **Short-term results emerging from the outputs that represent a change in knowledge or skill**	INTERMEDIATE OUTCOMES **Medium-term results emerging from immediate outcomes that usually represent a change in behavior or practice**	ULTIMATE OUTCOME **Longer-term results emerging from the intermediate outcomes that the project is working towards, but which you alone cannot achieve**
Tools Seeds Funds Vehicles Offices Base Camp Fields Personnel	Selection of beneficiary HH with the community Procurement and delivery of seeds and tools Beneficiary HH received training on Conservation Farming (CF) practices Follow-up farm visits Community Field Days Promotion of CF during community meetings	X number of beneficiaries Delivery of X MT of seed and X units of tools X number of workshops in X number of communities completed X number of farm visits completed X number of field days completed X number of community meetings where CF was promoted	Increased percentage of beneficiary HH CF plots have planting stations that are spaced at 60 cm x 75 cm Increased percentage of beneficiary HH CF plots have two handfuls of manure in each planting station Increased percentage of beneficiary HH CF plots have established a mulch providing a 100% cover Increased percentage of beneficiary HH CF plots have no weeds when maize is 30 cm tall. Increased percentage of non-beneficiary HH in targeted communities establish a CF plot	Increased production of maize per unit area on beneficiary HH CF plot compared to their conventional plot Increased percentage of beneficiary HH harvest an amount of maize that is equal to or greater than their identified HH annual maize requirements Increased adoption of CF by non-project beneficiaries which allows them to produce an amount of maize that is equal to or greater than their identified HH annual maize requirements	All community members have access to sufficient, safe and nutritious food at all times to maintain a healthy and active life.

Note: CF = Conservation Farming   HH = Households

Annex E: Input Tables – Food and Seed

Complete the following table if your project includes food distribution.

Table F-1: Food Requirements - Free Distribution or Food for Work

Beneficiary Group	Number of Beneficiaries	A Food	B Monthly Ration Size (kg/person)	C Project Duration (months)	Amount Required (metric tonnes) (A x B x C)

Table F-2: Seed Requirement Summary

Seed Type	A No. of Beneficiaries	B Seeding Rate*	C Field Size	D Seed/beneficiary (B x C)	Total Seed Requirements (A x D)

* include the unit of measure – i.e.: kg/ha

Annex F: Commodity Type and Ratio

Commodity Requirements - The types of commodities to request depend on several factors. Some important considerations when selecting commodities:

- relative nutritional value
- cultural appropriateness and acceptability
- cost effectiveness
- availability
- amount of processing required (e.g. milling)
- storage life of processed products (e.g. flour, oil)
- relative cooking times of commodities and the impact on local fuel supplies

In general, the quantity required is a function of three factors:

- the number of beneficiaries
- the amount rationed to each beneficiary per day or month
- the duration of the project (number of days or months)

The actual method for calculating how much of each commodity is required will differ slightly depending on whether you are planning a free distribution (full or partial ration) or a food-for-work project.

As a guide, the local World Food Program (WFP) office should be consulted when determining ration sizes. An alternate guide is the World Health Organization (WHO) which recommends that the daily ration for a fully dependent person is 400 g grain, 50 g pulses and 50 g oil. This ration provides an average of 2040 kcal energy and 52 g of protein per day. Assuming a family of five, a full monthly family ration would consist of 60 kg grain (i.e. 400 g x 5 people x 30 days), 7.5 kg pulses and 7.5 kg oil (about 8 litres).

Governments or local authorities will often establish FFW rates which must be adhered to by all agencies.

Seed Requirements - A proposal for seed distribution must include the following information on seed requirements:

a) Explain the process used to select the type of crop, quantity of seed, and any specific seed variety and quality specifications.

b) Indicate the types of seeds to be provided, including specific reference to seed variety and quality specifications and any special genetic characteristics (e.g. open pollinated, hybrid, and/or genetically modified). Explain the reasons for each selection (e.g. production familiarity, taste preference, etc.).

c) Indicate the average plot size per farmer/farm family (e.g. ½ hectare). If more appropriate, simply indicate the total number of land units to be seeded (e.g. 250 hectares).

d) Indicate the ‘normal’ application rate (i.e. the normal quantity of seed required to plant per unit of land area). Explain if any adjustments will be required (up or down) to this ‘normal’ rate, including the reasons for such adjustments.

e) Based on the above figures, calculate and identify the total seed requirements.

f) Identify the ’normal’ local growing season for each crop (i.e. planting and harvesting months)

g) Describe the nutritional value of the crop to be harvested from the selected seed.

h) Indicate the average expected yield in units of weight per area of land (e.g. metric tonnes per hectare). To what extent do you expect the harvest to cover local food requirements?

i) Explain what additional inputs are required (e.g. tools, fertilizer) and how you intend to acquire these inputs.

Annex G: Timeline Example

A common and simple format for presenting timelines is the Gantt chart. The Gantt chart shows dates on an axis from left to right. Key activities are listed vertically down the left side. The timeframe for each activity is then plotted on the chart. See the simple example below:

Activity	**Dec '09**				**Jan '10**				**Feb '10**				**Mar '10**				**Apr '10**		
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3
Situation Assessment	X	X																	
Proposal Writing		X	X																
Proposal Submission December 20, 2009			X																
Hiring and Training of Staff					X	X													
Food Procurement					X	X													
Baseline Survey							X	X											
Food Distribution									X		X		X		X				
Monitoring Visits									X		X		X		X				
Evaluation (Impact Survey)																X	X		
Final Report Writing																	X	X	
Final Report Submission April 20, 2010																			X

* When setting up a timeline for a multi-year project, include “Updated Work Plan Submission”.   CFGB requires the Updated Work Plan two months prior to the end of the current project year to approve and forward funds for the next project year. For more information, see page 22.

Annex H: Reporting Expectations Summary

Reporting expectations are largely dictated by project duration. The following table provides some guidelines to help determine when it is necessary to write an Interim Report and/or Annual Report and/or an End of Project Report.   Since continued funding is dependent on timely reporting, it will be important to submit reports based on the timeline documented in the Project Agreement.

Please note that both the Annual Report and End of Project Report use the same format (Section D). The different requirements for these two reports are identified within Section D.

Project Duration	**Interim Report Required?** (Guidelines on Page 20)	**Annual Report Required?** (Guidelines on Page 23)	**End of Project Report Required?** (Guidelines on Page 23)
Less than 1 year	No, if the project duration is less than six months, Yes, if the project duration is six months or more. The Interim Report should cover to the mid-way point, be submitted within one month after the mid-way point, and m<u>ust include both a narrative and financial report</u>. If funds are required before the scheduled period for the interim report, the Interim Report should be sent earlier.	Not applicable.	Yes, submitted within two months of the last day of the project.
1 year	Yes, a six month Interim Report is required, submitted by the 7th month of the project cycle, or sooner if additional funds are required.	No annual report required. Only an End of Project Report is required (see column to right).	Yes, submitted within two months of the last day of the project.
More than 1 year	Yes, a six month report is required, submitted by the 7th month of each year or sooner if additional funds are required.	If the project duration is between one and two years, there needs to be a discussion between the partner, member and CFGB program officer to determine if an Annual Report is appropriate. If the project is multi-year (two or more years), an Annual Report is required each year and should be submitted within 2 months of the last day of each year, except the last year. The last year of the project will require an End of Project Report.	Yes, submitted within two months of the last day of the project. This final comprehensive report should provide an **overview of the entire project**, including the final year. For multi-year projects where Annual Reports have been submitted, the financial report should only cover the period since the previous Annual Report (i.e.: only the final project year).

Annex I: Logic Model Template

INPUTS Human and physical resources	ACTIVITIES The things you “do” with your inputs – the actions	OUTPUTS Product or service stemming from a completed group of activities	IMMEDIATE OUTCOMES Short-term results emerging from the outputs that often represent a change in knowledge or skill	INTERMEDIATE OUTCOMES Medium-term results emerging from immediate outcomes that usually represent a change in behavior or practice	ULTIMATE OUTCOME Longer-term results emerging from the intermediate outcomes that the project is working towards, but which you alone cannot achieve

Annex J: Performance Measurement Framework

Project Name: _____________

Date: _____________________

Expected Results	Indicator	Baseline Data	Targets	Data Sources	Data Collection Methodology	Frequency of Data Collection	Population covered	Who is Responsible
Ultimate Outcome								
Intermediate Outcomes (Medium term)								
1.								
2								
Etc…								
Immediate Outcomes (Short terms)								
1.1								
1.2								
Etc…								
Outputs								
1.1								
2.1								
3.1								

Annex K: Indicator Tracking Table

An Indicator Tracking Table (ITT) should be used for every project (example format on next page). The baseline and target columns should be filled out after the baseline survey has been conducted. Targets are cumulative along the project life span. The remaining columns are designated to record the actual "achievements" of the project, and are filled in with the monitoring data taken for the reporting period indicated. Please note that reporting is for outputs, immediate outcomes and intermediate outcomes. It is possible that early on in a new project, some activity reporting might be necessary if the output is not advanced enough to report on alone. However, this practice should be the exception, rather than the rule.

The same indicators that were developed for the Performance Management Framework should be inserted into the ITT for monitoring and reporting purposes. Any significant alterations of the ITT between the approved Performance Management Framework and the subsequent reports (change in indicators, baseline data or targets) should be exceptional, clearly explained, and agreed upon by CFGB and the member.

Variance of 10 % or more between the targets and what has been achieved should be noted in the table itself and, if necessary, explained in detail in the report narrative. Please avoid repeating the same information verbatim between the ITT and narrative report. For instance, if the actual results for a given output are significantly below the target (by 10% or more), details should be given to explain the variance.

Following each variance explanation for 10% or more, explain how it will affect the project implementation and/or results. For under achievement, explain whether the variance could be made up in the next reporting period or if targets need to be lowered or adjusted (this should be done in consultation with CFGB and the member). **Please explain the implication of the change on the action plan and budgets.**

Any revision of outcomes (and implications to the budget) should happen after a dialogue and agreement with the member and CFGB. Any agreed changes in the Performance Measurement Framework will have implications on the project's design, monitoring and evaluation plan, ITT, and the budget.

Indicators do not have to be solely quantitative. **Qualitative indicators** and targets provide insights into changes in attitudes, beliefs, motives, and behaviours of individuals. **Qualitative indicators and targets that do not easily fit into the tracking table format can be reported in narrative**. The indicators should be well-aligned with what is expected to change as a result of the project or what the project should produce. The set of indicators through the hierarchy of outputs, immediate outcomes and intermediate outcomes should show a consistent pattern and progression – change in knowledge, attitude, and then practice.

Any **unexpected outcomes** directly linked to the project should also be included in this section

Example of variance explanation (over achievement)

The annual plan of a project has an output target for the plantation of 8,000 tree seedlings in the first six months of the fiscal year. The Interim Report indicates that 15,000 tree seedlings were planted. Variance explanation can be given as follows:

• *Extremely good community participation*

• *High level of staff efficiency.*

Example of how variance explanation can affect the future action plan

This example shows how seedling plantation output was over-achieved. The following explanation could describe how the annual action plan may be adjusted.

• *Target for tree plantation removed and the project decides to focus on tree seedling management training and exposure visits.*

Annex L: Indicator Tracking Table Template

Date:

Indicator	Baseline value and date	6 - month target	6 - month achieved	12 - month target	12 - month achieved	18 - month target	18 - month achieved	End of project target	End of project achieved	Explanations of Significant target Variances
Project Goal (Ultimate Outcome)										
Intermediate Outcomes (Medium term)		**N/A**	**N/A**							
1.1		**N/A**	**N/A**							
1.2		**N/A**	**N/A**							
etc										
Immediate Outcomes (Short term)										
1.1.1										
1.1.2										
1.1.3										
etc										
Outputs										
1.2.2										
1.2.3										
1.2.3										
etc										

Annex M: Indicator Tracking Table Example

Indicators	Base-Line	6 months Target	6 Months Ach'd	12 Months Target	12 Months Ach'd	18 Months Target	18 Months Ach'd	24 Months Target	24 Month Ach'd	End of project Ach'd	End of project Target	Explanation of Significant target variance
Ultimate Outcome **Increased food production and food security for 2,500 subsistence farmers in north kivu, Congo**												
Intermediate Outcome Indicators Average total "long rain" production of cereals on beneficiary farm households (per household)	0.45 MT	N/A	N/A	N/A	N/A	0.6 MT	0.5	0.9 MT	1.2 MT	1.6 MT	Increase by 300% 1.8 MT	
Proportion of foods on beneficiary farms produced from drought-tolerant food kinds	6%	N/A	N/A	N/A	N/A	15%	8%	15%	14%	18%	Increase to 25%	Negligible yield in pockets of the project area due to drought
Average seasonal yield of the following: 1.1 maize (MT/HA) 1.2 beans (MT/HA) 1.3 sorghum (MT/HA) 1.4 cow pea / pigeon pea (MT/HA)	.55 .22 .3 .15	N/A	N/A	1.48 .25 0.75 .25	1.11 .20 .60 .20	N/A	N/A	1.66 .30 0.90 .30	1.66 .30 0.90 .30	1.76 .30 1.05 .33	Increase by: 300% (1.75) 60% (0.33) 300% (1.05) 120% (0.33)	
Immediate outcome Indicators Percentage of households that have adopted improved agricultural practices	18%	N/A	N/A	30%	>27%	N/A	N/A	40%	42%	60%	80% of h.holds	
Number of non-beneficiaries replicating improved practices via farmer to farmer communication & training	NA	250	>520	250	930	250	300	650		250	1250 total	
Output Indicators Number of beneficiaries trained by staff and leader farmers in the use of improved practices	NA	400	500	1000	980	1500	1400	2000	1950	2200	2500 Total	
Number of farmers trained in improved practices at the demonstration farms	NA	120	100	200	180	300	290	400	480	520	600 total	
Number of women farmers trained in raising and utilizing drought-tolerant crops for feeding their family	NA	60	80	100	120	180	160	200	210	280	300 total	
Number of family gardens established	NA	75	40	100	80	120	100	160	140	160	180 total	
45 MT of drought-tolerant seeds will be provided to beneficiary farmers	NA	15			30			45		60	60 MT	

Annex N: Gender Checklist

Note: This compilation draws directly on well-regarded practice guidelines developed by Sphere, FAO, WFP, WVI, Inter Action and other organizations. The action points are not rank-ordered by priority and are presented in the past tense to promote self-evaluation.

GENERAL

- ❑ Indicators and all data collected are disaggregated by gender.
- ❑ Gender analysis was conducted with attention to differences between age groups.
- ❑ Sex-specific data were used to determine benefits from relief measures (short/long term, immediate/secondary)
- ❑ Partnerships were promoted involving women's organizations and grassroots groups active in disaster response and reconstruction where interests and resources converged.

FOOD AID AND FOOD SECURITY

- ❑ Consider special food needs of pregnant and lactating women
- ❑ Remuneration rates for work (food or cash for work) should be equal for men and women.
- ❑ Participation in income-earning opportunities should not undermine child care or other caring responsibilities as this could increase risk of malnutrition, child safety, etc.
- ❑ Access to distribution sites and times of distribution should be equal for men and women.
- ❑ Women and men are consulted when considering what, when, and how to distribute food.
- ❑ Distribution plans take into consideration gender norms in the given context.
- ❑ Specific measures were in place to ensure the personal safety and security of women and girls in food distribution

HEALTH AND NUTRITION

- ❑ Food taboos or other cultural norms shaping women and men's daily lives were known and reflected in the commodities offered
- ❑ Maternal health care facilities in temporary encampments were supported and designed and operated in collaboration with affected women.
- ❑ Women and women's organizations participated actively in design, delivery and monitoring of health care services; e.g., women's community groups providing informal health education and service.
- ❑ Female health workers were available in contexts where women will not seek health services from male providers.

Annex O: Budget Template Example – Food Aid Project

R.C.F.
FOOD RELIEF 2004
CANADIAN FOODGRAINS BANK PROJECT #1907
COMPARISSON OF BUDGET TO ACTUAL EXPENSES
For the period from 01 November 2004 to 28 February 2005

RECEIPTS:			**Local Currency**
Advance #1 from CFGB	11/28/2004	US$31,100.00 @ 59.155 less 287.50 bank charges	1,839,433.00
Advance #2 from CFGB	12/13/2004	US$23,800.00 @ 59.805 less 287.50 bank charges	1,423,071.50
Remaining Balance Transferred from #1883			101,707.00
		Total Net Received from CFGB	**3,364,211.50**

	EXPENDITURES:			**BUDGET**	**ACTUAL**	**VARIANCE**	**%**
1.0	***Budget for Food***						
1.1	Rice	(2.5 kg x 28 days x 2000 HH = 140 MT @ 19,900/MT)		2,786,000.00	2,724,944.00	61,056.00	2%
1.2	Lentils	(4 kg x 2000 HH = 8 MT @ 46,500/MT)		372,000.00	367,520.00	4,480.00	1%
1.3	Salt	(1 kg x 2000 HH = 2 MT @ 12,000/MT)		24,000.00	48,000.00	(24,000.00)	-100%
				3,182,000.00	**3,140,464.00**	**41,536.00**	**1%**
2.0	***Budget for ITSH & Distribution***						
2.1	Transportation		(28 Trucks @ 3,000/truckload)	84,000.00	83,750.00	250.00	0%
2.2	Jute Bags		(4000 pcs @ 20.00/bag)	80,000.00	75,800.00	4,200.00	5%
2.3	Rent of Warehouse		(1 month @ 8000/month)	8,000.00	7,000.00	1,000.00	13%
2.4	Labour		(50 labourers x 200/day x 2 days)	20,000.00	19,780.00	220.00	1%
2.5	Local Conveyance			16,000.00	13,578.00	2,422.00	15%
				208,000.00	**199,908.00**	**8,092.00**	**4%**
3.0	***Budget for Field Support***						
3.1	Field Staff	*Salaries*	(3 people x 4000/mo x 2 months @ 50%	12,000.00	12,000.00	0.00	0%
3.2	Charge for vehicle		(3 Times x 2000/day x 2 days)	12,000.00	24,000.00	(12,000.00)	-100%
3.3	Vehicle Maintenance			6,000.00	5,985.00	15.00	0%
3.4	Fuel and road Tax for Vehicle		(3 Times x 3500)	10,500.00	15,407.00	(4,907.00)	-47%
3.5	Food/Accommodation (Driver)		(1 person @ 500 x 3 times x 2 days)	3,000.00		3,000.00	100%
3.6	Food/Accommodation (Staff)		(3 person @ 700 x 3 times x 2 days)	12,600.00		12,600.00	100%
3.7	Phone/Fax/Courier			8,000.00	22,500.00	(14,500.00)	-181%
3.8	Mobile Telephone			1,000.00	1,463.00	(463.00)	-46%
3.9	Stationary			8,000.00	6,516.00	1,484.00	19%
3.10	Surveys	*Survey team member honorarium*		68,000.00	68,000.00	0.00	0%
3.1		*Paper*		2,000.00	3,662.00	(1,662.00)	-83%
3.1		*Printing*		15,000.00	27,622.00	(12,622.00)	-84%
3.13		*Photocopy*		1,000.00	2,109.00	(1,109.00)	-111%
3.1		*Food*		2,000.00	4,123.00	(2,123.00)	-106%
3.2		*Travel - Survey Team*		6,000.00	11,656.00	(5,656.00)	-94%
3.16		*Accommodation - Survey team*		2,000.00	4,000.00	(2,000.00)	-100%
3.2	Govt. Audit fee			25,000.00	30,000.00	(5,000.00)	-20%
3.2	HQ Staff - Project Manager		(1 person @ 1000/day x 10 days)	10,000.00	15,000.00	(5,000.00)	-50%
3.19	HQ Staff - Finance Director		(1 person @ 800/day x 10 days)	16,000.00	10,000.00	6,000.00	38%
				220,100.00	**264,043.00**	**(43,943.00)**	**-20%**
	TOTAL EXPENDITURES:			**3,610,100.00**	**3,604,415.00**	**5,685.00**	**0%**
	AMOUNT OWED TO R.C.F. FOR PROJECT #1907 (RECEIPTS LESS EXPENDITURES):				**(240,203.50)**		

Annex P: Budget Template Example – Food Security Project

PROJECT NAME
IMPLEMENTING PARTNER
EXPECTED PROJECT START DATE:
EXPECTED PROJECT END DATE:

$US

RECEIPTS:
Advance #1 from CFGB DATE AMOUNT EXCHANGE RATE
Advance #2 from CFGB DATE AMOUNT EXCHANGE RATE

TOTAL NET RECEIVED FROM CFGB

		Unit	Quantity	Cost per Unit	Budgeted Total	Actual	Variance (%)
1	**SEED AND TOOL INPUTS**						
1.1	Maize seed	MT	4				
	SUBTOTAL SEED AND TOOL INPUTS						
2	**WORKSHOPS**						
2.1	Workshop 1						
2.1.1	*Training (venue and stationery)*	*training*	*1*				
2.1.2	*Food and lodging ($X/day/person x 2 days = $X/person)*	*beneficiaries*	*50*				
2.1.3	*Transportation*	*km*	*400*				
2.2	Workshop 2						
2.2.1	*Training (venue and stationery)*	*training*	*1*				
2.2.2	*Food and lodging ($20/day/person x 2 days = $40/person)*	*beneficiaries*	*50*				
2.2.3	*Transportation*	*km*	*400*				
	SUBTOTAL WORKSHOPS						
3	**MONITORING AND EVALUATION**						
3.1	Baseline Survey						
3.1.1	*Training (venue and stationery)*	*training*	*1*				
3.1.2	*Enumerator allowance ($X) and accommodation ($X x 3 days)*	*enumerator*	*5*				
3.1.3	*Transportation*	*km*	*400*				
3.2	Impact Survey						
3.2.1	*Training*	*training*	*1*				
3.2.2	*Enumerators*	*enumerator*	*5*				
3.2.3	*Transportation*	*km*	*400*				
3.3	Monitoring	month	5				
	SUBTOTAL MONITORING AND EVALUATION						
4	**SALARY COSTS**						
4.1	Regional Manager (25%)	Month	6				
4.2	Project Officer (100%)	Month	6				
4.3	Project Assistant (100%)	Month	5				
4.4	Project Assistant (100%)	Month	5				
	SUBTOTAL SALARY COSTS						
5	**TRANSPORTATION COSTS**						
5.1	Vehicle 1	km	5000				
5.2	Vehicle 2	km	3500				
5.3	Motorcycle 1	km	3000				
5.4	Motorcycle 2	km	2000				
	SUBTOTAL TRANSPORTATION COSTS						
6	**ADMINISTRATIVE COSTS**						
6.1	Office Supplies	month	6				
6.2	Field Office Rental	month	6				
6.3	Base Camp Rental	month	6				
6.4	Communication	month	6				
	SUBTOTAL ADMINISTRATIVE COSTS						
	TOTAL EXPENDITURES						

AMOUNT OWED TO CFGB (RECEIPTS LESS EXPENDITURES) __________

Annex Q: Input Reporting Templates

	Free Food Distribution								
Actual vs. Planned	**Beneficiary Group**	**No. of Beneficiaries**	**Commodity**	**Monthly Ration Size (kg/person)**	**Monthly Rations**	**Amount Received or Purchased (MT)**	**Total Amount Distributed (MT)**	**Spoilage (MT)**	**Balance on Hand (MT)**
Planned	Orphans	800	Maize	10	4	32 (planned)	N/A	N/A	N/A
Actual	Orphans	780	Maize	10	4	31.500	31.200	0.100	0.200

Food for Work									
Actual vs. Planned	**Group of Workers**	**No. of Workers**	**Commodity**	**Daily Wage (kg/person)**	**Days Worked**	**Total Amount Received or Purchased (MT)**	**Total Amount Distributed (MT)**	**Spoilage (MT)**	**Balance on Hand (MT)**
Planned	Flood Victims	1000	Maize	2	20	40 (planned)	N/A	N/A	N/A
Actual	Flood Victims	970	Maize	2	20	39,000	38.800	0	0.200

Seed Distribution					
Actual vs. Planned	**No. of Beneficiaries**	**Procurement Item**	**Item Unit Measurement**	**Item Units Procured per Beneficiary**	**Total No. of Units**
Planned	400	Maize Seed	10 kg bag	1	400 x 10 kg bags = 4.000 MT
Actual	350	Maize Seed	10 kg bag	1	350 x 10 kg bags = 3.500 MT

Annex R: Sample Performance Table

Intermediate Outcome – At least 70% of beneficiaries are eating at least 2 or more meals per day.	
Performance Indicator(s) (The indicators used to measure the project's progress in achieving the above result.)	**Actual Result and Comments**
Indicator #1: Number of meals eaten by beneficiaries using a 24 hour recall.	- A baseline survey completed one week prior to the beginning of the first food distribution (November 1) indicated that only 25% of beneficiaries consumed 2 or more meals per day based on a 24 hour recall. 50% of beneficiaries only consumed one meal and 25% consumed no meals the previous day. One month before the last distribution in March, an impact survey was conducted and indicated that 75% of beneficiaries consumed 2 or more meals per day based on a 24 hour recall. - The increase in meals per day can only be attributed to the food distributions as there was no green harvest available for consumption and no stocks available from the previous year's production.
Beneficiaries	- 83,000 beneficiaries received monthly food packages over a 4 month period. 62% were under the age of 15 and of the remaining 38%, 65% were women and 35% were men.
Assumptions and Risk Mitigation	As indicated in the proposal, a major assumption in this project was a stable political situation which would allow timely and food distributions without political interference. Because of the election in February, food distributions were completed 3 weeks in advance to reduce the chance of political interference. Program officers and assistants worked closely with local administrators and community leaders to assure that the food distribution was not politicized.