



GRANT APPLICATION GUIDELINES

Grants over US \$10,000

The following guidelines and application are for grant-seekers applying for grant support above US \$10,000. Your proposal must be submitted according to the following Narrative and Budget guidelines.

Please note that you must complete the cover sheet as presented here with relevant information included under each heading. You must also use each of the headings provided below to produce sub-sections of your proposal. However, within each sub-section, you can present the information on your project in whatever format that works best for you. We have provided sample questions to help guide and organize the conceptualization of your project. **This is not a questionnaire; we expect a narrative proposal to be submitted.** Answering these questions will help us understand your objectives, how you plan to fulfill them, and how, in addition to providing financial support, RWI can be a resource in your work. We understand that not all questions may be relevant to your project and the content of each section is up to you.

At the end of the application you will find a mini-glossary which provides definitions of key terms and questions in an effort to provide additional guidance to you in the proposal drafting process. These terms will have an asterisk (*) to denote that they appear in the glossary.

Please note proposals should not exceed 20 pages. This should include the important information requested below and any additional details you think are important for us to know when considering your proposal.

Review Process:

- ◆ Grants between US\$10,000 and US\$40,000 are reviewed on a rolling basis by RWI staff (turn-around time is between one and two months).
- ◆ Grants between US\$40,000 and US\$100,000 are reviewed in bundles by RWI's Executive Committee on a periodic basis (roughly every two or three months).
- ◆ Grants above US\$100,000 are reviewed by the full RWI Governing Board three times a year (October, January, June).

Please submit a full application via email to RWI's Grants Coordinator, Ruya Koman at rkoman@revenuewatch.org.

GRANT APPLICATION

COVER SHEET

NOTE: This information must be completed in full.

FULL LEGAL NAME OF ORGANIZATION:

DATE OF SUBMISSION:

PROJECT NAME:

PROJECT LOCATION:

START DATE:

END DATE:

DURATION OF PROJECT:

TOTAL PROJECT BUDGET (in US\$):

AMOUNT REQUESTED (in US\$):

HAVE YOU SUBMITTED THIS PROPOSAL IN FULL OR IN PART, OR FOR ANY WORK RELATED TO IT, TO ANOTHER DONOR ORGANIZATION? IF YES, THEN PLEASE PROVIDE THE NAME AND AMOUNT OF THEIR CONTRIBUTION:

TAX STATUS OF SUBMITTING ORGANIZATION:

ADDRESS:

AUTHORIZED GRANT SIGNATORY FOR THE ORGANIZATION:

PROPOSAL CONTACT NAME AND TITLE (please include CV):

PHONE:

EMAIL:

WEBSITE:

TOTAL ORGANIZATION BUDGET (IN US\$):

CURRENT INSTITUTIONAL DONORS:

TOTAL NUMBER OF STAFF:

BANK INFORMATION:

PROPOSAL NARRATIVE

Executive Summary:

This section should include a brief overview of the project, describing the approach of the project to solving a particular problem or capitalizing on an opportunity. It should include the scope of the work, and concisely list the major project activities, which can be elaborated below. The overview **should not exceed two paragraphs.**

I. Topic Background and/or Country/Regional Context

This section should include:

- **Overview of oil/gas/mining industry:** As appropriate, provide basic data and information on the oil, gas and/or mining industry in your country or region (depending on the geographic scope of the project). What is being produced? What companies are involved? Do you have information on the rough value or volume of production? What percentage of total fiscal revenue/ exports do the extractive industries comprise for your country?

- **Role of the extractive industry:** What is the role of the extractive industries in your country/region? What are the main issues at stake? Elaborate on the key issues facing the country/region with regard to transparency and accountability in the extractive sector and their impact (or lack thereof) on sustainable development and poverty reduction.

- **EITI status:** Please provide information on the state of EITI in your country to date, if relevant.

- **Work on these issues to date/gaps:** What other groups/organizations are focusing on these issues in your country? Describe what work has already been attempted and what progress achieved in this area (by your organizations and others) and whether there are relevant accomplishments or lessons learned that the project hopes to build on. For research projects, please explain the relevance and need for studying the proposed issue. What research has been done to date on your topic and what research is lacking? What is the significance of this research in terms of its application?

II. Organization's Information

This section should include:

- **Organizational overview:** A brief overview of the organization's history, mission, and objectives. How does this project fit within your organization's strategic priorities/vision?

- **Organizational experience:** What experience does the organization have implementing similar projects? What specific research/activities has the organization implemented to date on this topic if any?

- **Coalition governance and consultation:** If this is a proposal from/on behalf of a coalition, what was the process for consulting with coalition members to develop this proposal? Does the coalition have a governance structure? If so please explain.

- **Unique attributes of your organization:** What distinguishes your organization and this proposal from other efforts – explain what is unique about your organization and why you are well suited to address the issue/need at hand.

III. Project Goal and Methodology

This section should include:

- **Problem statement:** What general goal are you trying to achieve? What do you want to change? What is the project's primary purpose and needs/problems it is seeking to address?

- **Model of change:** How will you achieve such change(s)? What is the "model of change"* at work behind your approach? (i.e. what are the problems? Who has the power to address them? How will your actions affect these actors and the problems?)

- **Target audience:** Who is the target audience* and how will it benefit from the project? Why were these stakeholders chosen as opposed to others? How will relevant stakeholders be engaged?

- **Partnership and collaboration:** Will you be collaborating with other organizations? If so, which ones? What will be the division of labor between your organization and your partners (i.e. who will be responsible for each component)?

- **RWI technical assistance and support:** Will you be looking to RWI and its partners to provide specific kinds of assistance, training, expert referrals, advice, etc...throughout the project, and if so, in what areas? (We welcome requests to provide in-house assistance and will make every effort to do so for selected projects within our means)

IV. Project Specific Objectives*

This section should include:

- Realistic, measurable, and clearly stated objectives* that are to be accomplished by the end of the project. These are the specific changes or results that the project should be able to bring about within its lifespan. (If some are to be accomplished earlier or throughout the project please state when.)

- For each objective, please provide some expected outcomes* along the way, and roughly when you expect these to be achieved - e.g. creation of new materials, changes in policies, changes in practices, changes in capacity, etc. Be as specific as possible.

V. Project Activities

This section should include:

- **Description of activities:** A detailed description of your action plan, including a step-by-step explanation of your planned activities (workshops, conferences, trainings, expert advice/technical assistance, study tours, information/experience exchanges, research, publications, press conferences, advocacy strategies, and so forth). Be as specific as possible. For trainings/workshop activities (if any), please provide information on what you expect the audience to learn or achieve by the end of the activity.

- **Description of deliverables:** Please detail the specific deliverables* that you plan to deliver (e.g. reports, round tables, press releases, etc.)

- **Advocacy and dissemination:** For any reports, manuals or other publications produced, what is your plan for outreach and dissemination? Include any plans for translation, advocacy or communications strategy.

VI. Monitoring and Evaluation*

Monitoring and evaluation tools are used to identify and measure the results of activities and projects as a whole. Monitoring and evaluation can help project implementers extract relevant information from past and ongoing activities that can be used as the basis for fine-tuning, reorientation and future planning. Without effective planning, monitoring and evaluation, it would be impossible to judge if work is going in the right direction, whether progress and success can be claimed, and how future efforts might be improved.

This section should **illustrate how you will measure the effectiveness and impact** of the project activities. It will detail a few specific changes you would like this project to accomplish and how you will monitor and measure your progress in doing so.

- **Framework for monitoring and evaluation:** For each objective* and outcome* you listed in the project activities section, please describe your 1) criteria for success and 2) how you will monitor developments/progress during implementation.

- **Baseline evaluation:** How will you compare the situation at the start and end of the project? Will you need a final evaluation?

- **Measuring progress:** How often will you review your progress to check that you are on track? How will you make sure you are learning from your successes and challenges?

VII. Timeline*

Please be sure to include in the timeline*:

- Proposed activities and deliverables*
- Monitoring and evaluation*
- Any technical assistance or capacity building support from Revenue Watch Institute.

VIII. Sustainability

- What benefits do you expect to last after the project ends?
- If you think the work will need to continue beyond the life of this project, what are your specific plans for bringing other donors on in the future?

IX. Risk Assessment

This section should include:

- **Risks:** What are the possible risks that could impact the achievement of expected results? These may include any major assumptions you made in designing the project, e.g. about the political context or partners' capacity.
- **Mitigation:** How do you plan to address these risks?

X. Budget Narrative

- Please describe here in narrative form any explanatory notes regarding your Project Budget
- If the proposal is from/on behalf of a coalition, please detail how the funds will be handled (by which organization), what name the account is held under, who the signatories to the account will be, and what process will be used within the coalition to allocate funds and report on them.

XI. Itemized Budget

- Budgets must be submitted in an Excel Spreadsheet and in US\$. You are free to use your own format for budgeting but you must include detailed line items for all project components (e.g. please use separate line items for 'airfare', 'hotel', 'ground transportation' – do NOT just say 'Travel').
- Where applicable please include unit cost, number of units, and total cost columns.
- Please note that RWI only funds up to 10% of overhead costs and only on a case by case basis (overhead includes operating costs and ongoing expenses such as rent, utility, and insurance which cannot be attributed to any specific project or activity).

A Final Note: Before submitting your proposal, please review the checklist below to ensure that you have incorporated all relevant information necessary for us to fully consider the proposal.

Proposal Check-list:

- There are clear links between the proposed objectives, activities, and outcomes*
- Implementing party/parties for overall project and each activity is/are specified
- Project work-plan is included
- Target audience* for overall project and each activity is specified
- Dissemination and outreach plan for project-related publications/materials
- The proposal is clear on whether capacity building and/or technical assistance support is being requested from RWI and what other support is being sought
- Detailed monitoring and evaluation* information is included and impact indicators are specified
- Itemized budget is included and budget narrative is also complete

Glossary of Key Terms and Phrases:

Model of Change – When organizations set out to create change or social reform, they have a set of assumptions or a model in mind about how the actions they take will promote the change they seek. This is their ‘model of change’. Often this is not explicit or spelled out. But verbalizing it can help determine where to look for progress, in collecting views on the model and changing the model if it does not prove effective.

Objectives – These are the specific changes or results that the project should be able to bring about within its lifespan. Ideally, a well-written objective will be ‘SMART’, i.e.:

- **Specific** – very focused and clear, saying ‘What’ you want to accomplish. It might also state ‘Who’ you want to reach and ‘Where’ this will be.
- **Measurable** – able to be tracked and evaluated. You should be able to measure whether you are meeting your objective
- **Achievable** – given the context, are the objectives attainable and appropriate?
- **Realistic**- given your resources, are the objectives practical?
- **Time-bound** – state ‘When’ the objective should be achieved.

Outcomes – Outcomes are the observable results of project activities. Achieving any single objective often requires different components or ‘outcomes’. For example, the publishing of a report on government revenues may first require the passing of a new policy, the appointment of a task force, the selection of civil society representatives to participate, the contraction of an auditor etc. Each of these is a separate outcome.

Deliverables – Deliverables refer to particular products produced (e.g. book, research, meeting minutes) or activities executed (e.g. x people trained on y)

Monitoring and Evaluation – These are the tools used to identify and measure the results of activities and projects as a whole. Ideally monitoring and evaluation is undertaken by people outside the project who cannot be biased by a desire to see positive results. Regular monitoring also allows project implementers to review their progress, work out what is working and what is not, and to re-focus activities in more effective ways.

Impact Indicators – An impact indicator defines what you will measure to provide evidence that a certain condition exists or certain results have or have not been achieved. Impact indicators should be measurable demonstrations of change in performance, capacity, knowledge or other areas of impact. Indicators should be measurable, concrete and specific. You are likely to need impact indicators for deliverables, outcomes and objectives. An example might be ‘the number of coalition members that know how much oil revenue was generated by the government last year. It is important to know how much of an impact indicator you expect to achieve at a certain point in time on the way to fulfilling the final desired results.

Risk Assessment – Risk assessment refers to listing major project risks that have been identified. Risks are factors outside of the project implementer’s control that may impact the success of the project and may compromise the achievement of the project objectives.

Target Audience – Target audience refers to various groups and/or individuals that will be targeted by the project.

Timeline – The timeline lays out different deadlines which must be met in order to achieve the final desired results. The timeline may delineate particular phases of the project.