GGGI Project Cycle Management (PCM) Manual

Part 2
Proposal Development and Resource Mobilization

February 2018

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Authorized by	Dr. Frank Rijsberman, Director-General
Date approved	February 1, 2018
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Signature	

Acknowledgements

This Manual has been prepared by the Director of Strategy, Partnerships, and Communication (SPC) with the support of and input from a significant number of staff members in Green Growth Planning and Implementation (GGPI), Investment and Policy Solutions (IPSD), Operations Enabling Divisions (OED), and Office of the Director-General (ODG).

Comments on the Manual may be directed to the Head of Partnerships, SPC, through email at partnerships@gggi.org.

Contents

01 Background

What is the Purpose of this Manual?

1. This Manual describes the processes, responsibilities, and tools for proposal development and resource mobilization in GGGI, one of the key business processes in **GGGI's Project Cycle Management (PCM)**. The Manual promotes consistency and clarity of the process while providing the flexibility required to respond to the demands of GGGI's partner governments and partnership opportunities with providers of development assistance and climate finance. The Manual supports ongoing improvements in the quality of GGGI's operations through focusing attention to the relevance, feasibility, and effectiveness of projects supported by core and earmarked funding.

2. The Manual gives effect to the **Refreshed Strategic Plan 2015-2020 – Accelerating the Transition to a New Model of Growth** and **Corporate Results Framework** approved by the Council for GGGI to be an organization that maximizes impact, manages for results, and delivers value for money. The Manual supports the implementation of **Country Planning Frameworks** developed with partner governments, outlining GGGI's engagement over a five-year period. As part of the Refreshed Strategy, GGGI is embarking on a change in its business model, to leverage core resources with complementary resources to support program development so that the total resource available for GGGI's Strategic Outcomes reach USD 55 million per annum.

3. The processes and responsibilities set out in this Manual shall be aligned and complementary to other relevant GGGI regulations, policies, and rules. These include **GGGI's Sustainability and Safeguards Rules** that requires proposals be subject to an **Environmental and Social Safeguards Assessment**, and **GGGI's Rules on Private Sector Engagement** that requires GGGI staff to undertake a **due diligence assessment** for engagements with private sector entities to proactively identify threats, problems or unusual circumstances before engagement and then take appropriate measures to minimize identified risks.

4. The **Head of Partnerships**, the **Business Process Owner** for Proposal Development and Resource Mobilization, will be responsible for monitoring compliance with this business process. The Head of Partnerships will also periodically review the process based on lessons learned from preparation of proposals and propose changes to the Director-General.

Who Should Use of this Manual?

5. All staff members involved in the Resource Mobilization Process shall use and fully comply with the process defined in this Manual.

6. While the Manual is primarily for the use of GGGI staff members and partner governments, it should also assist other stakeholders such as NGOs, non-state bodies and consultants who are engaged in the design and delivery of GGGI supported projects and programs.

What are the Main Changes in this Version of the PCM Manual?

A decision was made in the fourth quarter of 2017 to update the PCM following the experience gained through the first 12 months of implementation of the Manual as well as GGGI's **iGROW initiative** to make GGGI a nimbler organization that is better organized to deliver against the outcomes of the Refreshed Strategic Plan. The goal was to increase the speed of processing and the quality of the proposals.

The main changes include:
a. Redesign of the Manual into five parts (i) Programming; (ii) Proposal development and Resource Mobilization; (iii) Projects Development, (iv) Project Implementation; and (v) Monitoring and Evaluation;
b. The integration of project preparation for core and earmarked-funded projects, reflecting the change in the business model for country programs;
c. Establishment of clear set criteria for quality assurance of proposals along with standard forms; and
d. Redefined role of the specialist staff from GGGI Programmatic Units;
e. The appointment of a business process owner for the Proposal Development and Resource Mobilization process; the Head of Partnerships.

Nevertheless, much of the core material/information presented in the previous version of the Manual remains relevant and has therefore been incorporated in this latest version. Other parts of the PCM remain valid until replaced.

# What is Defined as a Project within GGGI's Context?

7. A **Project** is a collection of related activities with a clearly defined scope, deliverables, beginning and end in time, and resources, and supportive of GGGI's Strategic Plan and Corporate Results Framework. Projects can vary significantly in their objectives, scope, and scale. Small projects may involve only one country, a small number of activities over several months, and require modest financial resources. Larger projects may involve more than one country, last several years, and require substantial budgets.

8. A Project in GGGI should have:

    a. clearly identified stakeholders including the primary target group and the final beneficiaries;
    b. a **Log frame** that sets out the planned results aligned to **GGGI's Strategic Outcomes** - to be delivered within a defined period using an approved budget;
    c. clearly defined coordination, management, and (core, earmarked, and co-financing) funding arrangements;
    d. a monitoring and evaluation system to support performance management consistent with GGGI's results framework,
    e. **Project ID** in GGGI's **Enterprise Resource Planning (ERP)** system.

9. The term project is different from the term country program. A **country program** refers to a group of projects in a single country. At GGGI, the projects that make up a country program are generally defined as either "policy projects" or "bankable (or investment)

projects", recognizing that there are also other projects in the organization that deal with other functions. The process for developing Policy and Bankable Projects is described in PCM Part 3 – Project Development. This part of the Manual describes the process for developing policy proposals, while Part 1 describes the process for the development of GGGI's programs and business plans, including the allocation of core funding across programs. Projects will generally be funded through a combination of core and earmarked resources. It is recognized that Parts 2 and 3 may interlink and overlap, in the sense that development of one or more policy or bankable project(s) may be part of the development of an earmarked proposal submitted to an external funder. In other cases, projects are developed against available funding resources, or for future submission, in which case Part 3, Project Development (without submission of an earmarked proposal) will be used.

What is Project Cycle Management?

10. PCM is a term used to describe the processes and decision-making procedures that govern the life-cycle of a project. In GGGI, the project cycle is broken down into five key business processes:

Figure. **GGGI's Project Cycle Management**
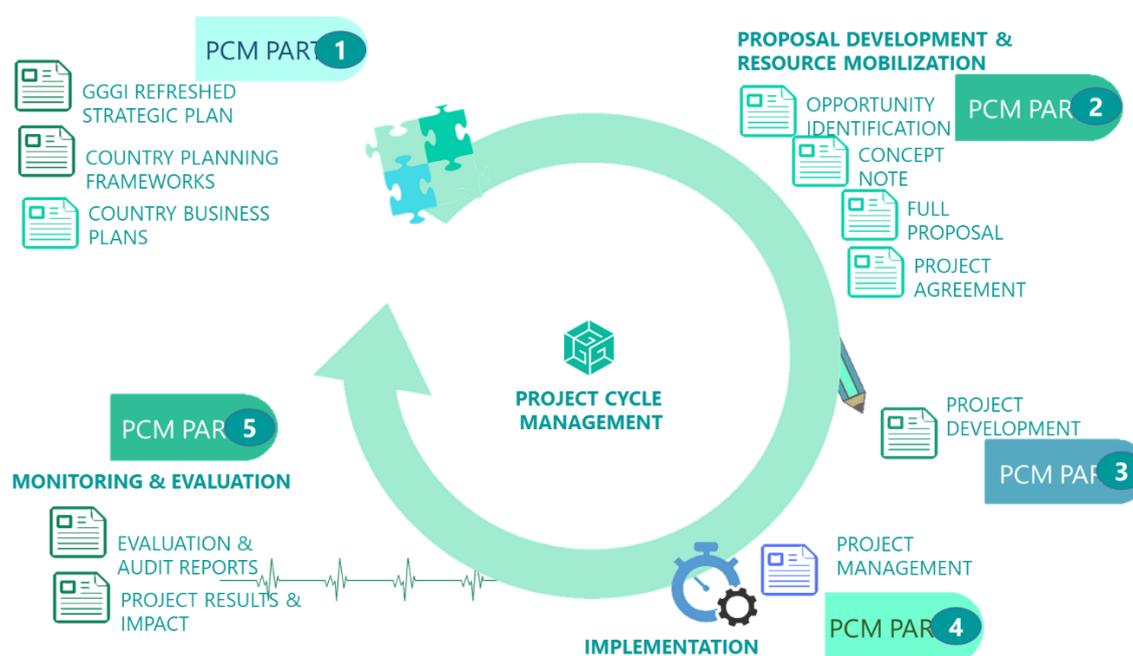
11. This cycle highlights three main principles:

    a. Decision making criteria and procedures are defined at each phase including key information requirements and quality assessment criteria.
    b. Phases in the cycle are progressive. Each phase should be completed for initiation and success of the next phase.
    c. New programming and proposal development draw on the results of monitoring and evaluation as part of a structured process of feedback and institutional learning.

12. The duration and importance of each phase of the cycle will vary for different projects, depending on their scale and scope and on the specific operating modalities under which they are set up. Committing adequate time and resources to project development is critical for the design and effective implementation of relevant and feasible projects.

How Project Cycle Management Supports GGGI Priorities?

13. PCM helps to ensure that projects:

   a. Support the overarching objectives of GGGI, the governments and development partners.
   b. Are relevant to the agreed strategy and to the real problems of target groups and beneficiaries.
   c. Are feasible and can be realistically achieved within the constraints of the operating environment and capabilities of the implementing agencies.
   d. Generate benefits that are likely to be sustainable.

14. To support the achievement of these aims, PCM:

   a. Requires the active participation of key stakeholders and aims to promote ownership of government partners.
   b. Uses the **Theory of Change** and **Logical Framework (Log frame)** approach to support various assessments, including to define stakeholders, problems, objectives, and appropriate intervention strategies.
   c. Incorporates key quality assessment criteria into each stage of the project cycle.
   d. Requires the production of good-quality document(s) in each phase, with commonly understood concepts and definitions, to support well-informed decision-making.

15. Through this process, GGGI supports the mobilization of financial resources to support delivery of:

   a. Demand-driven and bespoke technical advisory, knowledge development, and private sector solutions for pro-poor green growth interventions.
   b. Inclusive green growth plans, strategies, and investment plans with implementable actions.
   c. Enabling environments for public and private sector investment in green growth initiatives.

02 Proposal Development and Resource Mobilization

16. The purpose of this Key Business Process within GGGI's PCM is to:

    a. Identify project ideas that are consistent with partner and GGGI priorities.
    b. Assess the relevance and likely feasibility of these project ideas.
    c. Prepare a detailed project design, including the management and coordination arrangements, financing plan, cost-benefit analysis, risk management, monitoring, evaluation arrangements.

17. The GGGI **internal** high-level process for proposal development and resource mobilization is illustrated in the below **Figure**. Sub-process 1, Opportunity Identification, is mandatory for all project proposals. However, not all project proposals will require a Concept Note. Sub-process 2 will depend on the requirements of the donor and whether they have a one or two step project approval process.

18. The Figure does not explicitly address the involvement of government counterparts and partner institutions. Engagement with government counterparts and partner institutions is critical to ensuring ownership and co-financing of the proposal.

19. Moreover, the process does not encapsulate all aspects of resource mobilization, including the development of donor engagement plans to build GGGI's intelligence of donor priorities, to strengthen and maintain relations with existing donors, as well as to ensure effective compliance with funding agreements.

Figure. **Proposal Development and Resource Mobilization Business Process**
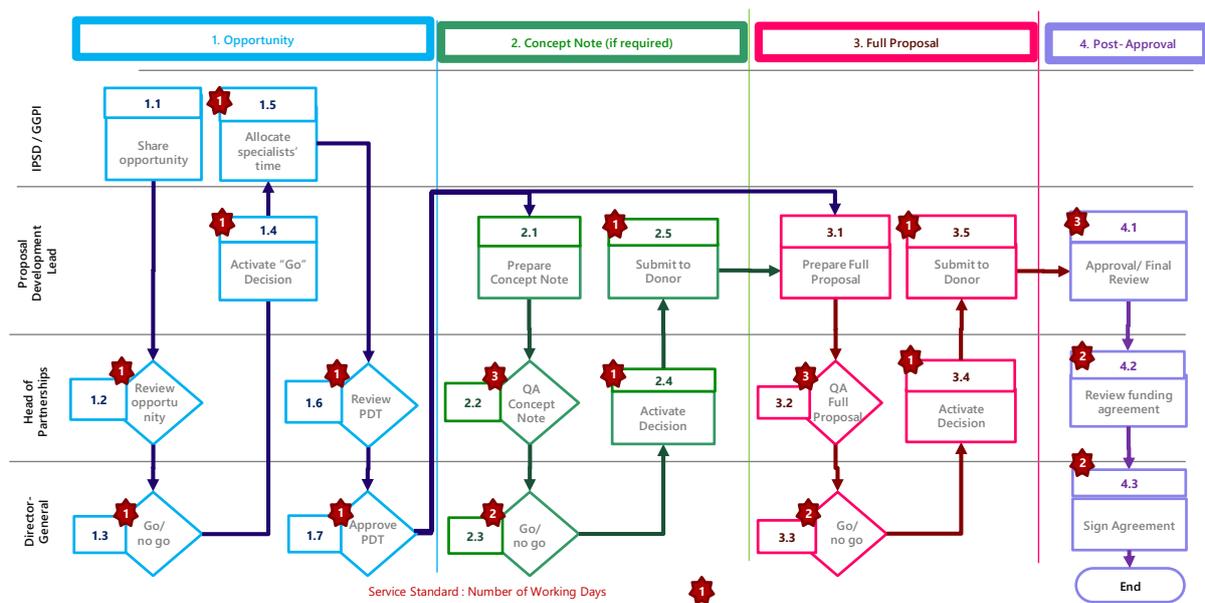
20. In the resource mobilization process, there are three main actors:

    a. The **Director-General** is accountable for approving or rejecting proposals, in accordance with GGGI's Delegation of Authority. The Director-General may consult in the process with staff in taking a decision on a matter, and will generally consult the Management Team on proposal approval to obtain inputs from across the divisions, and is supported by the Head of Partnerships.

    b. The **Head of Partnerships** serves as the one-stop function to coordinate and facilitate quality assurance of proposals prior to review by the Director-General. The Head of Partnerships has established service standards for the turnaround times for specific actions to support timely proposal development. The Head of Partnerships will monitor compliance with the Business Process outlined in this Manual and periodically report to the Director-General on its application.

    c. The **Proposal Development Lead** – from one of GGGI's programmatic units – is responsible for assembling a Proposal Development Team, ensuring timely preparation of the proposal, assuring that technical inputs from all relevant units are considered. The Proposal Development Lead will generally be a Country Representative or will be appointed by the Country Representative. The Proposal Development Team should include team members from the relevant GGGI technical units, ensuring inputs from e.g. relevant IPSD colleagues is obtained during proposal development. Teamwork is implicit in this business process and it is expected of all staff members in the Proposal Development Team. The Proposal Development Lead is not required to accept all substantive comments made by all GGGI units, however, any differences in views must be recorded in a **Comments Matrix** when submitted to the Head of Partnerships.

21. OED units support the proposal development and resource mobilization process as part of their core functions and are not explicitly referenced in this Manual.

22. Should the Head of Partnership or the Director-General have any concern in relation to any proposals or aspects thereof, it is the responsibility of the Proposal Development Lead to address this matter in discussions with the relevant GGGI technical unit(s).

23. The Process described in this Manual has been designed with the intention of full automation, although it will take effect before full automation is achieved, and will therefore rely on existing systems until then

Opportunity Identification

24. An **Opportunity** is a potential funding prospect or an invitation from a Donor to submit a proposal to provide products and/or services. **Opportunity Identification** is the sub-process to establish strategic alignment of an opportunity with GGGI's Strategic Objectives as well as GGGI's eligibility for the call. This sub-process does not necessitate GGGI to already have a formulated proposal. Nor does identification of an opportunity need to originate from an individual staff member that will take responsibility for proposal development.

Sub-process 1.1	Share Information about an Opportunity	Service Standard
		Not Applicable
Main actor	Any staff	
Actions	• Complete and submit the Opportunity Identification to the Head of Partnerships, using the standard template provided as Attachment 1.	

Sub-process 1.2	Make Recommendation about the Opportunity	Service Standard
		2 working days
Main actor	Head of Partnerships	
Actions	• Assess GGGI's eligibility for a specific opportunity and whether sufficient time is available to prepare a proposal. • Formulate a recommendation on whether to pursue the opportunity, and what are the proposed next steps – including whether to prepare a Concept Note or Full Proposal and recommend a Proposal Development Lead (or responsible Country Representative).	

Sub-process 1.3	Go / No Go Decision	Service Standard
		1 Working Day
Main actor	Director-General	
Actions	• Decide whether to pursue the Opportunity and what are the next steps, appoint a Proposal Development Lead, and communicate the decision to the Head of Partnerships for circulation to the relevant programmatic units for action. • The Head of Partnerships shall record the decision in the relevant information systems and calendarize next steps.	

Sub-process 1.4	Activate "Go" Decision	Service Standard
		2 working days
Main actor	Proposal Development Lead	
Action	• Prepare draft project plan for the formulation of the Concept Note/Full Proposal, as appropriate, including requests relevant programmatic and nonprogrammatic units to allocate staff time through the Time Tracking System. • Identify any additional resources (expertise and travel) for the development of the Concept Note / Full Proposal, as appropriate. Requests for external expertise may be raised only when internal resources are not available internally. • Inform Head of Partnerships about the Proposal Development Team membership.	

Sub-process 1.5	Allocate Specialist's Time	Service Standard
		1 working day
Main actor	Head of Units from GGPI and IPSD	
Action	• Discuss and resolve any scheduling issues with the Project Development Lead. • If programmatic and nonprogrammatic units cannot allocate a suitable resource this must be immediately communicated with reasons.	

Sub-process 1.6	Review Project Development Team	Service Standard
		1 working day
Main actor	Head of Partnerships	
Action	• Review Project Development Team and associated budget (staff time) provide comment to Director-General.	

Sub-process 1.7	Approve Project Development Team	Service Standard
		1 working day
Main actor	Director-General	
Action	• Approve Project Development Team and associated budget (staff time) in ERP system.	

Concept Note

25. Some resource partners require a **Concept Note**[1] prior to submission of a detailed Project Proposal. These are typically used by the Donor(s) to decide whether a proposed project idea (or GGGI) is sufficiently attractive to proceed with preparation of a detailed Project Proposal. Concept Notes do not usually lead directly to a funding decision. If the resource partner requires a Concept Note, complete this step; otherwise proceed to Sub-Process 3. A Concept Note may also be required by GGGI to do better scoping of an Opportunity Identification.

26. If the donor has a specified format and process for this, then the Concept Note shall be prepared in accordance with the required format/procedure. If the donor does not have a specified format, then GGGI's Concept Note template shall be used.

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[1] Some resource partners may have different names for this, such as "Expression of Interest" or "Capability Statements".

Sub-process 2.1	Prepare Concept Note	Service Standard
		Not Applicable
Main actor	Proposal Development Lead	
Actions	With the full involvement of the Proposal Development Team, the Project Development Lead shall: • Review and document all donor requirements to support effective proposal development. • Develop and embed a robust theory of change and (simplified) Logframe. • Define main project outputs, and their approximate cost using historical cost data. • Develop overall budget showing the split of donor funds, GGGI and government co-financing and expected project spend over time. • Identify any additional resources (e.g. consultants, travel) that may be needed to develop a Full Proposal. • Highlight cost of current staff, both as nominal and percentage of total proposal staffing costs. • Seek any additional professional input and advice from Finance, Human Resources, Impact and Evaluation, as required. • Prepare Concept Note using donor template if exists or GGGI concept note template if donor does not have one. • Circulate the Concept Note to the Proposal Development Team for review and final comment. • Throughout the process, consolidate any objections or differences in views highlighted from members of the proposal development team and the Proposal Development Lead's position in a Comments Matrix, to be attached to the Concept Note. • Send the Concept Note to the Head of Partnerships with clear recommendations, copying the Project Development Lead's direct manager and the members of the Proposal Development Team.	

Sub-process 2.2	Assure Quality of the Concept Note	Service Standard
		3 working days
Main actor	Head of Partnerships	
Actions	- Quality assure the Concept Note, consulting with the Proposal Development Lead, Heads of Programs, Country Representatives and other relevant specialists as required to assure clarity, accuracy, completeness of information and strategic relevance. - Develop the recommendation on whether to approve the Concept Note, approve with comment, or reject.	
Quality assurance criteria	***Relevance*** - Alignment with the priorities and requirements of the donor / development partners. - Consistent with and supportive of partner government priorities with relevant policies and international commitments described. - Clearly identified key stakeholders and target groups and their capacity analyzed, and ownership demonstrated. - Analysis of problems, lessons learned from experience, and assessment of linkages with other ongoing/planned projects. - Options for replicating and scaling project ideas have been explored. ***Feasibility*** - Clarity and logic of the preliminary objectives and alignment with needs, and robustness of the log frame. - Clarity of the preliminary resource and cost implications with clear identification of core, co-financing, required donor funding needs. - Clarity of the preliminary management arrangements and support for institutional strengthening and local ownership. - Clearly defined assumptions/risks and identified and appropriate risk management arrangements are in place. - Options to ensure benefits are appropriately targeted at identified vulnerable groups. ***Donor Specific*** - As identified in the review of donor requirements ***GGGI specific requirements*** - Alignment with Strategic Outcomes, Country Planning Frameworks, and thematic strategies. - Clear articulation of GGGI's expertise and comparative advantage, and information of impact in relevant project - Clarity of the language of the Concept Note. - Efficient use of GGGI resources; correct inputs costs, resourcing strategies, and overheads. - Due diligence on any private sector partners.	

Sub-process 2.3	Decision by the Director-General	Service Standard
		2 working days
Main actor	Director-General	

Actions	• Decide whether the Concept Note is to be assessed as
	    a. Approved for submission to the donor
	    b. Approved for Submission to the donor subject to minor changes
	    c. To be revised and re-submission for Director-General approval
	    d. Rejected
	• The Director-General shall communicate the decision to the Head of Partnerships who is accountable to effectively activate the decision.	

Sub-process 2.4	Activate the Decision	Service Standard
		1 working day
Main actor	Head of Partnerships	
Action	• Communicate the decision and associated action required to the Proposal Development Lead and other relevant staff. • Coordinate with the Project Development Lead to facilitate the revision of the Concept Note, or its submission to the donor, as appropriate. • Record the decision and all supporting comments in relevant information systems. • Set up the follow up and monitoring system for the pipeline and create reminders.	

Sub-process 2.5	Submit Concept Note to the Donor	Service Standard
		1 working day
Main Actor	Proposal Development Lead	
Action	• Submit the Concept Note to the donor, copying the Head of Partnerships. • Diarize, set up reminders and follow up with the donor.	

Full Proposal

27. A **Full Proposal** provides all key details regarding the delivery of proposed project and is intended to enable the resource partner to decide on funding. If the donor has a specified format and process for this, the Proposal Development Lead will prepare the Full Proposal in accordance with the required format/procedure. If the Donor does not have a specified format, the proposal shall be prepared using GGGI's Full Proposal template.

28. In the case that additional resources have been secured to prepare the Full Proposal, the Proposal Development Lead will hold the budget and shall manage all resources including for the proposal development.

Sub-process 3.1	Prepare the Full Proposal	Service standard
		Not applicable
Main Actor	Proposal Development Lead	
Criteria	This step is activated when: • The Concept Note submitted as per sub-process 2.5 is approved by the donor, OR • An Opportunity is approved by the Director-General at Sub-process 1.3 with the instruction to proceed with full proposal.	
Action	Make necessary adjustments to the Proposal Development Team if the Full Proposal stems from a Concept Note, as per sub-process 1.4-1.7. Several months may have passed since the submission of the Concept Note and it may necessitate a review of the Project Development Team. With the full involvement of the Proposal Development Team, the Project Development Lead shall: • Review and document all donor requirements. When this phase is based on the approval of a Concept Note by a donor, review and address all comments from the donor. • Develop and embed a robust theory of change and full Logframe. • Ensure consistency with GGGI's Sustainability and Safeguards rules and Gender Equality strategy. • Define main project outputs, and their approximate cost using historical cost data. • Include feasible monitoring and evaluation arrangements and associated costs to demonstrate impact to donors. • Develop overall budget showing the split of donor funds, GGGI and government co-financing and expected project spend over time. • Seek any additional professional inputs and advice from the required specialists to improve the quality of the proposal. Seek input from Finance, Human Resources, legal, etc. as needed. • Consider all professional inputs, compile them in a matrix, and discuss where there are differing points of view • Develop the resource strategy (i.e. staffing, procurement, and budget. • Develop the budget indicating clearly the contributions from GGGI Resources (including in kind), co-funding and earmarked funding. Where possible the commitment for co-funding must be supported by documents. • Highlight cost of current staff (Amount and as a % of the total staffing cost of the proposal. • Include a cash flow projection and any other documentation that supports the figures. • In addition to any donor requirements, GGGI's internal Budget template and Log frame template must be completed. These are needed for the information to be entered into ERP later when the proposal is approved. • Circulate the Full Proposal to the Proposal Development Team for review and final comment.

7	• Throughout the process, consolidate Inputs from the consulted specialists and the Proposal Development Lead's position on the issues with reasons in a Comments Matrix. Any objections or differences in views should be highlighted. This should be attached to the Full Proposal. • Send the Full proposal to the Head of Partnerships with clear recommendations, copying the Proposal Development Lead's direct manager and the members of the Proposal Development Team.

Sub-process 3.2	Quality Assure the Full Proposal	Service standard
		3 working days
Main Actor	Head of Partnerships	
Actions	• Quality assure the Full Proposal, consulting with Heads of Programs, the Proposal Development Lead, Heads of Programs, Country Representatives and other relevant specialists as required to assure clarity, accuracy, completeness of information and strategic relevance. • Develop the recommendation on whether to pursue the proposal or not and submit with the Full Proposal to the Director-General.	
Criteria	***Relevance*** • Alignment with the priorities and requirements of the donor / development partners. • Alignment with Strategic Outcomes, Country Planning Frameworks, and thematic strategies. Robustness of the Theory of Change. • Political, social, economic and technical impact • Consistent with, and support of partner government priorities with relevant policies and international commitments described. • Clearly identified key stakeholders and target groups and their capacity analyzed, and ownership demonstrated • Analysis of problems, lessons learned from experience, and assessment of linkages with other ongoing/planned projects. • Options for replicating and scaling project ideas have been explored. ***Feasibility*** • Clarity and logic of the preliminary objectives and alignment with needs, and robustness of the log frame. • Clarity of the full resource and cost implications with clear identification of core, co-financing, required donor funding needs. Efficient use of GGGI resources. • Clearly defined assumptions/risks and identified and appropriate risk management arrangements are in place. • Clarity of the management arrangements and support for institutional strengthening and local ownership. ***Donor Specific*** • As identified in the review of donor requirements	

18	***GGGI Specific*** • Alignment with Strategic Outcomes, Country Planning Frameworks, and thematic strategies. • Clear articulation of GGGI's expertise and comparative advantage, and information of impact in relevant project • Clarity of the language of the Full proposal. • Efficient use of GGGI resources; correct inputs costs, resourcing strategies, and overheads.

Sub-process 3.3	Decision by the Director-General	Service standard
		2 working days
Main actor	Director-General	

Action	• Whether to go ahead with a proposal or not is a business decision that will be made by the Director-General based on various internal and external considerations, and generally consultation of the MT. This process should provide all the information and advice for the Director-General to make an informed decision.
	 • The decision regarding the full proposal will be communicated to the PDL through the Head of Partnerships for:
	     a. Approved for submission to the donor
	     b. Approved for submission to the donor subject to minor changes
	     c. To be revised and re-submission for Director-General approval
	     d. Rejected
	 • The Director-General shall communicate the decision to the Head of Partnerships who is accountable to effectively activate the decision.	

Sub-process 3.4	Activate the Decision	Service standard
		1 working day
Main actor	Head of Partnerships	
Action	• Communicate the decision and associated action required to the Proposal Development Lead and other relevant staff. • Coordinate with the Project Development Lead to facilitate the revision of the Concept Note, or its submission to the donor. • Record the decision and all supporting comments in relevant information systems. • Set up the follow up and monitoring system for the pipeline and create reminders.	

Sub-process 3.5	Submit Full Proposal to the Donor	Service standard
		1 working day
Main actor	Proposal Development Lead	
Action	• Submit the Full Proposal to the donor complying fully with the submission guidelines and copying the Head of Partnerships • Diarize, set up reminders and follow up with the donor.	

Post-Approval, Pre-Implementation

29. Once a full proposal is approved by the donor, appropriate agreements should be formally established with the government, donor and partners to facilitate resource commitments and project delivery. This stage requires strong team work with several GGGI professionals including Partnerships, Legal, Finance, etc. The requirements will vary based on donor needs as well as GGGI's requirements. Whenever possible, based on the practices of the external resource partner, the development of a (draft) grant agreement should take place in parallel with proposal development, to expedite the process.

30. A review of the donor's conditions and documentation may have been done as part of the early sub-processes. Focus should be on any new conditions, provisions set by the donor. Project-related Agreements generally include memoranda of understanding, letters of intent, frameworks of cooperation, funding agreements (in relation to funds from GGGI to a third party), or other similar institutional arrangements that commit organizational resources or associate GGGI with a third-party.

31. Agreements such as employment contracts, contracts for procurement of goods, works or services, or agreements in relation to the provision of core funds into GGGI are excluded from the scope of this sub-process as they are covered by other GGGI core business processes.

Sub-process 4.1	Finalize Arrangements with the Donor	Service Standard
		3 working days
Main actor	Proposal Development Lead	
Actions	• Obtain draft funding agreement from the donor, if it has its own formats. • Review and funding agreement compliance actions and review deadlines in line with the Full Proposal. • Seek parallel internal review from Legal and Finance, in consultation with the Project Development Lead's direct manager. • Request clarifications from the donor in relation to any points in the funding agreement. • Submit the final documents with all changes to Head of Partnerships with a copy to the direct manager.	

Sub-process 4.2	Review Funding Agreements	Service Standard
		2 working days
Main actor	Head of Partnerships	
Action	• Assure that all concerns from Legal and Finance have been adequately addressed. • Assure that all funding agreement compliance and reporting obligations are documented, responsibilities are allocated and internal deadlines set. • Assure that resource commitments being made from core funds – both human resources and financial are recorded. • Submit the final documents to the Director-General with all attachments and recommendations.	
Sub-process 4.3	Finalization	Service Standard
		2 working days
Main actor	Director-General	
	• Sign the required documents and advise all concerned through the Head of Partnerships. • Assign the Project Manager for the project. • The Head of Partnerships shall circulate relevant documents to the Proposal Development Lead, Project Manager, Head of Finance and Head of Legal for further actions. • The process moves to Project Implementation as described under PCM Part 4.	

Appendix A
Opportunity Identification Form

Staff who identified Opportunity		
Donor	Name	
	Website	
	Name of focal point/contact, if applicable	
	Title of focal point/contact, if applicable	
	Email of focal point/contact, if applicable	
	Telephone of focal point/contact, if applicable	
Project Location(s)		
Funding ceiling	Currency	Amount
Funding restrictions		
Opportunity (select only one)	Invitation to submit a proposal through a closed process	
	Public call announcing competitive process	
Selection process and deadlines	Preselection through concept note or expression of interest?	
	Submit only full proposal?	
URL for call, templates, guidelines, and standard contracts;		
Initial ideas that are being considered, if any	*(Please limit to 500 words)*	

Appendix B
Concept Note Decision Memo

Date

To   Director-General

Through   Head of Partnerships

From   Proposal Development Lead

Subject   (Title of the Proposal) - Concept Note

Attachments   Completed Concept Note

Copies to   Direct Manager

                    Members of Proposal Development Team

Deadline

Recommendation

I am pleased to submit this Concept Note for your consideration. The necessary consultations have been made with all members of the approved team and they have provided inputs and supported the proposal. The names of the team members are provided in Attachment 1.

☐ All team members are in agreement with the Concept Note. Detailed comments are attached.

☐ Some specialist / reviewers have raised concerns or disagreements that are summarized below with my responses. Source documents are attached. The Comments Matrix with all inputs received is also attached.

☐ The proposal, with full documentation has been discussed internally with my direct manager as per required process and carries their support.

Considering all aspects, I recommend this Concept Note for your approval.

Proposal Development Lead
[Name and division of proposing person]

Summary of request [Maximum of 100 words]

Include relevant information for the proposed decision. Mention which Government Ministry/ Department this relates. Proposals should be supported by a strong demand/ interest by the Government and alignment with CPF and Country Business Plan.

Budget and financial implications

Indicate any potential financial implications of accepting the recommendations.
- Highlight commitment of core funds required, co-financing possible/available and multiple in terms of generation of financing for the counties.
- Staff time committed from core

Potential risks

Explain the potential risks associated with the request. Risks to be considered are Financial Risk, Political risk, Reputational risk, Execution risk, Interaction risk (how this project may affect other projects in the portfolio, strategic risk (over dependence, mission creep, etc.)

Concerns or Disagreements from specialists / stakeholders

Concerns or disagreements through the development of the proposal can be summarized as follows:

Team member	Comment	Response by Proposal Development Lead

Recommendations of the Head of Partnerships

	Recommend for approval for submission to the donor
	Recommend for approval, subject to the following minor changes
	Recommend to revise and re-submit for Director-General approval
	Recommend to reject

Summary of observations and analysis, including overview of those consulted during Quality Assurance and, where relevant, their advice or concerns. More detailed document must be attached.
Date:

Decision by the Director-General

	Approved for submission to the donor
	Approved for Submission to the donor subject to the following minor changes
	To be revised and re-submitted for Director-General approval
	Reject

Date:

Appendix C
Concept Note Project Title

Basic Information

Country of implementation
Project Start Date
Project End Date
Budget: $/ year

About GGGI

Name (contact)
Title
Email
Telephone
Full Postal Address: 19F Jeongdong Bldg., 21-15 Jeongdong-gil, Jung-gu, 04518, Seoul, Republic of Korea
Website: www.gggi.org
Average turnover (last three commercial years)
Link to GGGI Country Planning Framework: (Link)
Experience in country (number of years)

Brief description

Brief description of the proposed action. What are the main project activities? (1 page).

Relevance

For the target country or region, how will the proposal address the identified problems and needs? Strategic Links

Strategic Alignment

Highlight alignment with strategic outcomes, CPF, relevant thematic strategies, and consistency with GGGI's SPRSI strategy. Embed a convincing theory of change

Target group

Who are the actors involved
List beneficiaries, target groups, other stakeholders and their potential participation and contributions

What are the objectives and expected results?

High level outcomes, outputs and measures
What is the added value addition to government action and actions implemented by non-state actors?

Methodology and Sustainability

Who will be the key partners in implementation? What is the length of relationships and how will this partnership work in delivering the project?
How will the project achieve sustainability / replicability?

Planned funding requirements

Output 1, USD	
Output 2, USD	
…	
Total project cost, USD	

Donor contribution, USD	
GGGI co-financing, USD	
Government contribution, USD	
Total project cost, USD	

Project year 1, USD	
Project year 2, USD	
…	
Total project cost, USD	

GGGI's expertise and operational capacity

What is the experience of GGGI and its partners in implementing/managing similar projects in-country and globally?

Appendix D
Full Proposal Decision Memo

Date   [   ]

To: Director-General

Through   Head of Partnerships

From: Proposal Development Lead

Subject: ....(Title of the Proposal)

Attachments: Full Proposal

Copies to :   HOP/ Direct Manager and DDG- GGPI – For information

DEADLINE   [   ]

Recommendation

I am pleased to submit this Full Proposal for your consideration. The necessary consultations have been made with all members of the approved team and they have provided inputs and supported the proposal. The names of the team members are provided as Attachment 1.

☐ All team members are in agreement with the Full Proposal. Detailed comments are attached.

☐ Some specialist / reviewers have raised concerns or disagreements that are summarized below with my responses. Source documents are attached. The Comments Matrix with all inputs received is also attached.

☐ The proposal, with full documentation has been discussed internally with my direct manager as per required process and carries their support.

Considering all aspects, I recommend this proposal for your approval

Proposal Development Lead
[Name and division of proposing person]

Summary of request [Maximum of 100 words]

Include relevant information for the proposed decision. Mention which Government Ministry/ Department this relates. Proposals should be supported by a strong demand/ interest by the Government and alignment with CPF and Country Business Plan.

Budget and financial implications

Indicate any potential financial implications of accepting the recommendations.
- Highlight commitment of core funds required, co-financing possible/available and multiple in terms of generation of financing for the counties.
- Staff time committed from core

Potential risks

Explain the potential risks associated with the request. Risks to be considered are Financial Risk, Political risk, Reputational risk, Execution risk, Interaction risk (how this project may affect other projects in the portfolio, strategic risk (over dependence, mission creep, etc.)

Concerns or Disagreements from specialists / stakeholders

Concerns or disagreements through the development of the proposal can be summarized as follows:

Team member	Comment	Response by Proposal Development Lead

Recommendations of the Head of Partnerships

	Recommend for approval for submission to the donor
	Recommend for approval subject to the following minor changes
	Recommend to be revised and re-submitted for Director-General approval
	Recommend to reject

Summary of observations and analysis, including overview of those consulted during Quality Assurance and, where relevant, their advice or concerns. More detailed document must be attached.
Date:

Decision by the Director-General

	Approved for submission to the donor
	Approved for Submission to the donor subject to the following minor changes
	To be revised and re-submitted for Director-General approval
	Reject

Date:

Appendix E
Full Proposal Project Title

Basic Information

Country of implementation
Project Start Date
Project End Date
Budget: $/ year

About GGGI

Name (contact person)
Title
Email
Telephone
Full Postal Address: 19F Jeongdong Bldg., 21-15 Jeongdong-gil, Jung-gu, 04518, Seoul, Republic of Korea
Website: www.gggi.org
Average turnover (last three commercial years)
Link to GGGI Country Planning Framework... (Link)
Experience in the country (number of years)

List of Abbreviations

Executive Summary

Summary of the overall approach and strengths. Highlight why the donor need to fund the proposal and why fund GGGI? How does this align with the donor's requirements and priorities and deliver powerful outcomes and impact. Embed a robust theory of change. Highlight sustainability and safeguards and gender aspects.

Rationale

Overall context in which the intervention is proposed: Background information, existing Government commitments; Strategic frameworks, International, Regional and/or National programs; description of key actors, organizations and bodies involved.
Issues to be addressed: Problem tree analysis of the issues outlined in the initial Concept Note and/or comments on given the Terms of Reference (if any) for the successful execution of actions leading to expected results. Our opinion on priority actions to be taken related to achieve expected results.
An explanation of the challenges, risks, and assumptions affecting the execution of the project.

Log frame

 A logical framework reflecting the considerations described in PCM Part 2 and aligned with GGGI's Results Framework.

Delivery Strategy

Outline of the key elements of the approach proposed for project implementation (summary flow chart of the approach). The summary narrative should focus on: what will GGGI do to resolve the issues identified in the rational analysis section? How and with what?
Analysis of the different phases of the project (inception/mobilization, implementation, finalization). A list of the proposed tasks/activities necessary in each phase to achieve the project objectives and expected results.
Inputs and outputs. An input table per activity including deliverables should be provided.
A section listing the main experts and non-support staff supporting implementation and their relevance to project delivery; roles and responsibilities. Profile analysis may be needed for some donors. Detailed CVs should be provided in a uniform format as Attachments.

Project Management, backstopping & Knowledge Management

The project management approach and organization of work (ex. joint teams with beneficiaries, Steering Committee, Consortium arrangements, etc.); provide a schematic depiction of the project organization.
The project management and backstopping arrangements and team (ex. Project Manager and/or deputy, On-site technical leads, Quality Assurance manager, etc.)
Support facilities that GGGI will provide to the team of experts during execution of the project, including back-up functions.
Monitoring & reporting structure and content including the provision of a risk management plan.
Quality assurance procedures and tools to be put in place.
Knowledge management and sharing in GGGI and among partners and stakeholders.
Any subcontracting arrangements with a clear indication of the tasks that will be entrusted to subcontractors and their ability to deliver.

GGGI's role and involvement of partners

In case of a tender submitted with GGGI leading or when bidding as a member of a partnership/consortium, it would be necessary to provide a description of the inputs from each partner and the distribution and interaction of tasks and responsibilities between them, with emphasis on complementarities and added value.
Some donors specifically ask for it.

Timetable

The timing, sequence, and duration of the proposed tasks.
The identification and timing of major milestones in executing the contract, including an indication of how the achievement of these would be reflected in any reports, particularly those stipulated in the Terms of Reference.
Ideally the work plan should be supported by a Gant chart or Excel sheet.
Some donors would specify the formats

Budget

The expected number of working days required from each category of expert each month during the period of execution of the contract (using a special Excel spreadsheet linked to the Budget breakdown).]
The GGGI Charge out rates should be used for calculation of staff costs.
Other costs should be calculated as per donor's guidelines when available or using GGGI's budget template. When complicated financial information is asked for, advice of the Finance department must be taken.

Attachments

Detailed Project Plans
Budget tables
Detailed Log Frame
Other relevant documents