

CAFOD does not have a specific formats for proposals and reports, however, in order to make informed decisions about who and what we fund, we require information on a number of areas. These are outlined below.

1. **Proposals**
2. **Progress reports**
3. **Evaluations**

Proposals

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|---|--|
| Introductory details | <ul style="list-style-type: none"> Name of the project Name of the organisation implementing the project Contact person, address, telephone number, email address Name of the organisation submitting the proposal (if different) Location of project Intended duration of project Anticipated start date Total budget (please include currency) |
| Request(s) being made | <ul style="list-style-type: none"> Financial contribution requested (currency & amount) |
| What is the work you are proposing trying to achieve? | <ul style="list-style-type: none"> What situation are you trying to change and how? What difference in impact will this have on men, women, boys and girls? |
| Why does this situation need to change? | <ul style="list-style-type: none"> Why does this issue need addressing? What existing evidence is there to back up the analysis you have completed? How might the effects of HIV & AIDS, climate change and environmental degradation affect the work you are proposing and how are you responding to this? |
| Who is to benefit from this work? | <ul style="list-style-type: none"> Who are you intending to target directly? (please provide a break-down of number of men, women, girls and boys and state how you arrived at these numbers) Why and how have these target groups been identified? (what are your selection criteria?) How will the project address the different needs and vulnerabilities of people and communities targeted? Do you anticipate others benefiting indirectly from the project you are proposing? What existing information will you use to demonstrate what difference the project has had on the lives of the people who the project is meant to benefit? |
| Who else might be involved in this project or have an interest in what you are doing (stakeholders)? | <ul style="list-style-type: none"> Who are the other stakeholders and what is their potential role / influence? (please identify whether they may help or hinder the project's achievements) How has their potential involvement been considered in the project design? How does this project complement the work of other actors and how is your organisation coordinating with them? |

| | |
|---|--|
| How do you intend to achieve the change you identified? | <ul style="list-style-type: none"> ■ What specific changes do you want to see happen when implementing this project (CAFOD refers to these as 'outcomes')? ■ How will you know if those outcomes are being achieved (CAFOD refers to these as 'Indicators')? (It should be clear how the indicators relate to the outcomes). ■ What are your strategies for achieving these changes? ■ What activities will be done to achieve the changes you want to see happen? ■ We advise use the 'Outcome Matrix' below (or similar) to capture this information. If possible, please also send us a work plan. |
| What risks are there to successfully making the intended changes? | <ul style="list-style-type: none"> ■ Have you identified any concerns which might influence your ability to implement this work? If so, how do you intend to minimise the likelihood of these happening and the potential impact they might have if they occurred. ■ We advise use the 'Risk Register' below (or similar) to capture this information |
| How do you intend to make the intended changes sustainable? | <ul style="list-style-type: none"> ■ How will the progress being made by the project be monitored? ■ How will you ensure the work will have a long-term impact? ■ Do you anticipate there being a continued need for support after the current period has finished? If so, please outline the type of support you think might be required? |
| Why is your organisation able to respond to the issue identified? | <ul style="list-style-type: none"> ■ What experience does your organisation have in this area? ■ What relevant strengths does your organisation have? ■ Is there anything you'd like to be able to do which you can't at the moment? If so, what options have been considered to help overcome this? |
| What resources and support do you think you need in order to manage and implement the intended work? | <ul style="list-style-type: none"> ■ Please provide a budget detailing the funding you need to achieve the work, including details of financial contributions from other sources ■ If our contribution to your organisation is over £50,000 (in one year), we require an independent financial audit. The cost for this would need to be budgeted for. |
| Why do you think our organisations should work together? | <ul style="list-style-type: none"> ■ Please describe how you see your work fitting with CAFOD's Strategic Framework |

Project Outcomes Matrix

| Project Design | | | | Evidencing and Reporting |
|---|--|---|---|---|
| Project Goal | | | | Progress against Goal |
| <i>(the overall change the project will contribute to e.g. 'Improved food security and livelihood security in xxx District in the context of increased disaster risk and climate change')</i> | | | | (focus on the achievement of progress towards the Goal supported by evidence) |
| Outcomes - What specific changes is the project looking to bring about? | Outcome Indicators - How will you know if these changes are happening / have happened? | Means of Assessment – how will you evidence this? | Outputs – What will the results be of the activities? | Progress against Outcome Indicators (focus on the achievement of progress towards the Outcomes supported by evidence) |
| 1. | 1. | | | <i>Example: The records at the local hospital reveal an increase in the % of children under 5 completing immunization.</i> |
| | 2. | | | |
| 2. | 1. | | | <i>Example: Through our work with [for example, Justice and Peace] we see an increase in women's awareness of [the issue we are trying to address] in this period as evidenced by [example of how you see women's awareness has increased].</i> |
| | 2. | | | |
| 3. | 1. | | | <i>Example: It is too early to expect any changes in people's livelihoods as a result of this project</i> |
| | 2. | | | |
| 4. | 1. | | | |
| | 2. | | | |
| 5. | 1. | | | |
| | 2. | | | |
| 6. | 1. | | | |
| | 2. | | | |

Risk management is important because it is about making the most of opportunities which might help us achieve our intended outcomes and minimising the threats which might compromise our ability to do this. Below is a **template Risk Register** which may be useful in identifying, assessing and controlling risks.

| Identify | | | | Assess | | Control | | |
|--|---|--|---|--|--|--|---|---|
| As a result of | there is a risk that ... | which may result in | Owner | Probability | Impact | Risk response | Actionee | Progress update |
| this should describe what might trigger a 'risk' happening | this should describe an area of uncertainty - the 'risk' | this should describe the impact the risk will have on the programme / project if the 'risk' were to happen | The name / job title of the person responsible for ensuring the risk is managed | This is an assessment of how likelihood the event is to happen | This is an assessment of the extent of the impact on the successful implementation of the work planned | How can the likelihood of the risk happening be reduced? If the risk were to happen, what could be done to reduce the potential impact it might have. | The name of the person responsible for implementing the response identified | Captures any progress made on the risk response |
| Examples: | | | | | | | | |
| As a result of... poor rains | there is a risk that...the seeds will fail to germinate | which may result in....crops failing and the hunger gap being longer than normal | Programme Manager in Partner | Medium | Medium | Mitigate the impact by making provision to cover a longer hunger gap | Programme Officer at Partners | Food storage constructed but |
| As a result of... a poor relationship with a donor | there is a risk that...the application for funding will not be successful | which may result in....inadequate funding available | Programme Manager at CAFOD | Low | High | Address the cause by working on relationship with donor | Funding Officer in CAFOD | Regular meetings held with the donor |

Narrative and financial progress reports

Reports are a key way for us to be able to monitor progress and therefore demonstrate to our supporters how their money is being spent and what difference it is making to people's lives. They also help to determine whether any changes need to be made to the project design in order for the project to be successful.

As a minimum, all partners are required to submit 6 monthly and annual narrative and financial reports, however the exact reporting schedule will be agreed with you and included in the Funding Agreement.

The guidance below will give you an idea of the information CAFOD looks for in progress reports.

| | |
|---|--|
| Introductory details | <ul style="list-style-type: none">■ Actual start date of project■ Period covered by this report■ Name of people involved in preparing / informing the report■ Details of monitoring activities carried out and by whom |
| External or internal factors which have influenced your work – has progress been better or worse than anticipated? | <ul style="list-style-type: none">■ Details of anything which has occurred, either within your organisation or the external environment, which has affected the ability those involved to implement the project as planned. This could be positive or negative and might also include something which involves CAFOD.■ Details of how these changes have affected your work, what actions have been taken to address those which you can influence, and whether this might have any implications in the future. |
| Progress made against original indicators – what, if anything, has changed as a result of the work so far? | <ul style="list-style-type: none">■ Please record any progress towards the achievement of the Goal and Outcomes in the Outcomes Matrix on page 3.■ Please focus on the change being made in people's lives not simply the number of activities which have taken place. Please also highlight if these changes are affecting men, women and children differently. |
| Unanticipated activities, results, changes, events etc. | <ul style="list-style-type: none">■ The above may not capture everything which has happened....please let us know if there have been any changes, events, during the period under review which you were not expecting. |
| Changes being made to original plans | <ul style="list-style-type: none">■ As a result of anything which has happened during the period under review please let us know whether you are planning to make any changes to the work-plans and or budgets?■ Do you anticipate any challenges to the work over the next 12 months? If so, please provide details of these and how you plan to deal with them. |

Reviews and Evaluations

Review and evaluation are important learning processes. Learning is about what has worked well and also what has worked less well. A review or evaluation report is one way of sharing learning, to help improve the quality of our work and of other partners' work. With your agreement, review and evaluation reports may be shared with other partners and with donors, for learning and for accountability.

A review is generally undertaken as a part of ongoing work, to check progress against plans and outcomes to date. An evaluation usually takes place towards the end of a programme or project.

Top ten tips: for managing a review or evaluation process

- 1 Planning and preparation are essential; a review or evaluation should be built into the original proposal and overall budget, as well as annual workplans and budgets.
- 2 Early on in the process consider:
Why you want a review or evaluation, and what you want to learn about.
This will help discern who is best placed to facilitate the review or evaluation and how.
- 3 If you want an external facilitator, try to involve that person as you develop terms of reference; this can help you all to clarify focus and expectations.
- 4 Time visits to suit those people and communities involved, both women and men. CAFOD would usually expect communities to be involved (or participate) actively in the process.
- 5 Build in time to analyse the information gathered, preferably with those involved.
- 6 Expect different stakeholders to have differing views (or perspectives) on change. Ensure that findings are consistent in at least three instances before you draw conclusions from them.

- 7 Consider sorting examples of change into a framework such as this:

| Whose perspective: | | |
|-----------------------|------------------|------------------|
| Expected / Unexpected | Positive changes | Negative changes |
| Expected changes: | | |
| Unexpected change(s): | | |

Try to understand (or analyse) which processes and changes worked well and why; and which did not work well and why. What else might be needed to ensure positive change can be sustained, or to counter negative change(s)?

- 8 Build in adequate time for reflection and comment on the draft report. Make sure the terms of reference and the methodology are included in the draft. Make clear, in advance, who will be expected to read the draft and what their roles will be. One key role (in which an outsider may be more objective) is to assess the quality of data gathering processes and data analysis.
- 9 Donors will wish to see the final report and learn, in the light of its recommendations, what changes are being considered. Other partners and NGOs will be interested in the learning. Staff and communities involved should be kept informed, although may not want to see the written report.
- 10 Keep review separate from planning. Aim to complete the review process first.

CAFOD expects you to tell us your terms of reference well in advance of any review or evaluation of work that we support, whether or not you included this in your plans and budgets.

Effective review and evaluation

An effective review or evaluation is based on a sound analysis, provides timely insights into performance and informs future directions. A focussed, well-executed small-scale review may be more effective than an extensive (and expensive) piece of work done by outsiders.

Five focus questions

1. What changes have people experienced as a result of the work, ie what are the outcomes of the work?
2. How relevant or appropriate are these outcomes, in light of the overall goal of the work? For emergency responses, a focus on coverage, timeliness or protection may also be important.
3. What evidence is there of positive impact (deeper, broader, longer-term change) as a result of the work?
4. How sustainable are these changes?
5. In some areas of work, co-ordination with other organisations, and complementarity to what they are doing may also be important in assessing overall effectiveness. Looking back, might a different approach have used available resources more effectively?

The Report

This should include:

- An executive summary
- A brief overview of context
- A summary of key findings
- Lessons learned, general conclusions for wider use
- Recommendations, targeted to specified teams, organisations or other intended users
- Terms of reference
- A brief description of methodology and process
- Links and directions to source material and other reference documents

Put any supplementary material in an annex. Keep the length of the main report to less than 30 pages.

“Differing Opinions”

Address possible conflicts of interest openly and honestly. Respect requests for anonymity or confidentiality by informants, within the law. Acknowledge any unresolved differences of opinion, within a review or evaluation team. Where possible, investigate and resolve any disputes about facts that can be verified and, if necessary, change the report to reflect this.

CAFOD’s gender policy aims to promote the full participation of women and men, in such a way that women are empowered along with men. We are particularly interested in learning about the changes that your work has brought about in women’s lives, as well as in men’s lives.