

## Capacity Development Fund Grants Guidelines

---

### The Capacity Development Fund

BirdLife International designed the Capacity Development Fund (CDF) as a response to the organisational capacity development needs identified through the Quality Assurance System (QAS) in 2015. The CDF is a mechanism to provide technical and financial assistance using grants in order to strengthen the capacity, stability, growth and impact of both BirdLife Partners and the BirdLife Secretariat.

The QAS is a diagnostics tool to assess progress towards delivery of targets for the Partnership's 2013 to 2022 Conservation Strategy and compliance with the organisational development standards of the BirdLife International Partnership. Using the QAS, BirdLife Partners are able to detect where they are making good progress and also gaps that need strengthening in order to build their capacity and effectiveness in priority aspects of organisational development and management.

### Objectives of the CDF

The Capacity Development Fund has been established to achieve the following four objectives:

- Match identified capacity development needs with existing skills and expertise within the Partnership, based on Partners' willingness to help each other;
- Provide grant support to enable Partners to fix their own organisational problems;
- Help stabilise Partners dominated by major grant funding, and are facing serious cash flow risks;
- Invest in selected Partners to realise their income generation potential.

### Categories of Grants

- **Technical Assistance** – this will match identified capacity development needs with existing skills and expertise within the Partnership, based on BirdLife Partners' willingness to help each other. Assistance will be sought from the BirdLife Partnership or Secretariat in the first instance but can be sourced outside the Partnership if justifiable. This is knowledge and expertise transfer on a bilateral basis and examples could be exchange visits with agreed learning outcomes;
- **Catalytic Grants** – These will provide grant support to enable Partners to fix organisational infrastructure, and systems. Small projects likely to be no more than 12 months long, Medium-size and Large-size ones up to 18 months. They can be used for infrastructure spending (e.g. systems or documentation) and can do multiple interventions (but at least one needs to be a high priority as identified with the QAS and Organisational Development Plan/Strengthening Plan);

- **Thematic Initiatives Grants** - Lead partner must be in the project but it can include the wider Partnership. The Initiative should be able demonstrate greater benefit for the BirdLife Partners by creating Communities of Good Practice;
- **Ad Hoc Capacity Development Opportunities** – these are capacity development training workshops or other interventions planned by either BirdLife Secretariat through projects not related to the CDF or by external parties to complement the identified organisational needs or professional development of staff of beneficiary Partners in the CDF.

## Criteria for Grants

### Overview

- The grants must be for new work rather than the continuation of an on-going, established project related to capacity development. Proposals will need to articulate what is ‘New’ in the intervention as opposed to funding business as usual scenarios;
- Proposals should demonstrate how the interventions will underpin Stability and Sustainability of the organisation;
- Human Resources (e.g. salaries) could be covered but needs to enhance sustainability of organisation and not funding shortfalls in staff recharges;
- Eligible BirdLife Partners are encouraged to discuss the proposals ideas with Regional Focal Points and Partner Development Officer (where applicable) before submission;
- The three types of grants (Catalytic, Technical or Thematic) will be independent of each other;
- For Small grants, Technical Assistance and Thematic Initiative Grants a Partner should apply and lead on one grant at a time. Planned activities should be complete and report submitted before an application for another grant to avoid overlap;
- For Medium-size and Large-size grants a Partner can only apply for one type of grant per call for proposals cycle;
- Indirect costs may be included in the budget but must not exceed 15% of the total activity costs in proposal. These are general office management costs e.g. electricity bills/rent/heating. Please provide a breakdown of what you include in this cost, ensure it will only cover costs related to this project and is not duplicated in other budget lines;
- Where Indirect costs are included they should form part of the total limit of the grant applied;
- Co-funding and in-kind contributions for projects on capacity development is allowed but MUST be where the CDF grant will contribute at least 50% of the funds;
- Co-funding for projects on Organisational Development funded by CDF MUST start when project is approved and NOT include retrospective charges.

### ***Catalytic Grants:***

- The Catalytic Grants are classified into **Small grants** (not exceeding £10,000); **Medium-size grants** (between £10,000 and £25,000) and **Large-size grants** (between £25,000 and £50,000).
- Small grant projects must not go beyond 12 months;
- Medium-size and Large-size grant projects must not go beyond 18 months;
- Grants can be to enable a partner to grow an area of work on organisational development (including human resources) with purchase of systems, implementation of infrastructure e.g. development of strategies or procedures;
- Where an application for a grant has multiple organisational development objectives, at least one has to be on the highest priority of needs as evidenced by the QAS and/or complementary tools (e.g. SWOT and PESTLE analysis) and documented on the Organisational Development or Strengthening Plans;
- The grants can also be used to develop staff skill/competences to enhance professional development.

### ***Technical Assistance:***

- The limit for this grants will be up to £5,000 per application;
- Technical Assistance should be planned and executed within 3 months of funding;
- Technical expertise must be sourced from BirdLife International Partners but where lacking can be enhanced with expertise from relevant industry or sector;
- There will be a process to validate that expertise could not be sourced or was lacking within the BirdLife International Partnership;
- Technical Assistance activities can be designed on a bi-lateral or multi-laterals group of Partners;
- Clear objectives and desired learning outcomes must be set for the Technical Assistance;

### ***Thematic Initiative Grants:***

- The funding limit for these grants will be £10,000;
- Planned activities for Thematic Initiative grants should commence within 3 months of funding and completed before 12 months after funding;
- Lead Partner applying for the support must be in the CDF projects;
- The initiative must demonstrate greater benefit for the BirdLife Partners in creating Communities of Good Practice;
- These type of grants can include capacity development resources sourcing for tools that can have a wider application within the Partnership (e.g. Customer Relationship Management or Accounting software). Where appropriate the BirdLife Secretariat in collaboration with Lead Partner can support to source and supply/disseminate software and tools;
- The budget can be allocated to one lead Partner who must be within the 12 participating in the CDF but the application of intervention can include other BirdLife Partners not in the currently benefiting from CDF. Examples of a work area would be to enhance communication and marketing. This will need to be carefully structured to ensure clear reporting responsibility etc.

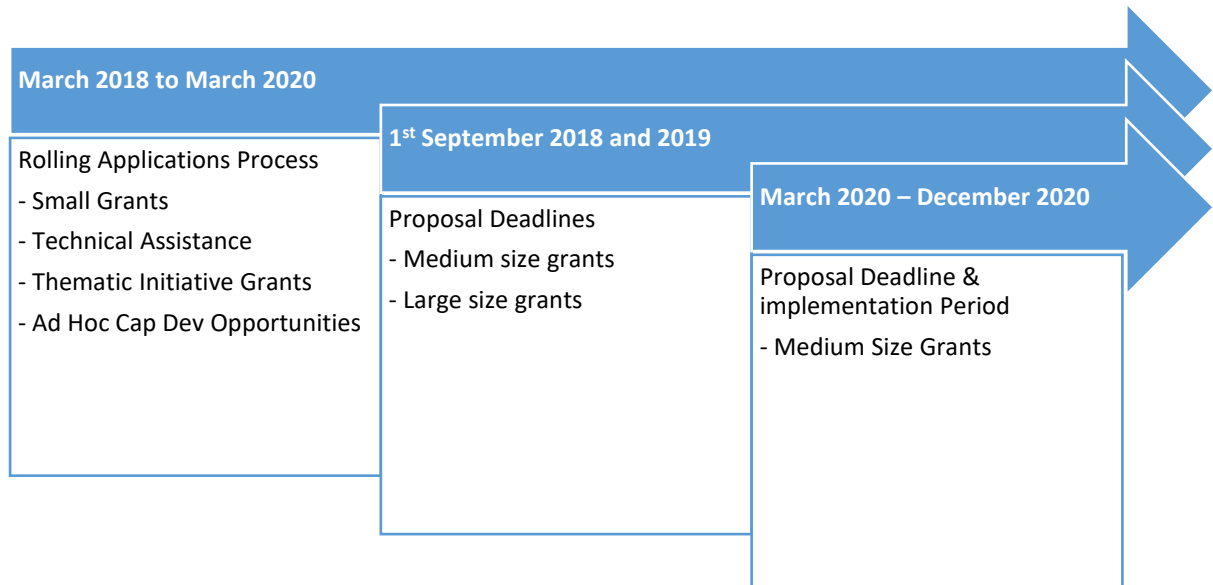
### **Ad Hoc Capacity Development Opportunities**

- The applications will be up to £1,500 for individuals from the beneficiary Partners on the CDF per year;
- These will constitute capacity development opportunities organised either by BirdLife Secretariat or Partnership or external to the Partnership that complement the identified organisational needs or professional development of staff of beneficiary Partners of the CDF in the Mediterranean or Coastal West Africa Countries;
- Opportunities must be accessible to all CDF beneficiary Partners where the activities are planned by within a regional scope since the CDF is a trans-regional programme of work.

### **Application Instructions and Process for eligible Partners**

- In 2018 CDF will accept proposals for projects for any of the above category of grants to be implemented in the following 12 countries: **Croatia, Cyprus, Egypt, Greece, Lebanon, Malta, Macedonian, Montenegro, Palestine, Portuguese, Syria and Tunisia;**
- Initial discussions on a potential project should be raised by the National Focal Point representing the Partner with the Regional Focal Point representing the CDF Grants Management at the Secretariat;
- A concept should be developed based on the corrective measures identified based on organisational development needs picked-up using diagnostics tools like QAS, SWOT or PESTLE analysis;
- Proposals to Catalytic Small Grant, Technical Support, Thematic Initiative Grants and Ad Hoc Capacity Development Opportunities will be accepted on a rolling basis throughout the project year until 1<sup>st</sup> March 2020;
- They will be reviewed by the CDF Grants Management Team periodically and decisions made communicated to applicants within 4 weeks of submitting proposals;
- Deadline for Catalytic Medium Size and Large Size Grants will be **1<sup>st</sup> September 2018, 1<sup>st</sup> March 2019, 1<sup>st</sup> September 2019 and 1<sup>st</sup> March 2020** (Medium Size Grants only in 2020).
- Submit proposals using the appropriate application form to [CDF-Grants@birdlife.org](mailto:CDF-Grants@birdlife.org) by deadlines set for each call;
- Submitted proposals will be acknowledged with an advisory of processing period and treated with confidentiality as governed by the Data Protection Act;
- Contracts to successful projects will be issued within two months of submitting proposal for small grants and three months for Medium-size and Large-size grants.

## Grants Application Schedule March 2018 to March 2020



### Considerations for successful proposals

- Priority will be given to projects that are the closest fit to the requirements set out on the call for proposal;
- Preference will also be given to projects that demonstrate corrective measures linked to diagnostics tool like the Quality Assurance System and other supplementary information using SWOT or PESTLE analysis to derive the appropriate interventions addressing organizations capacity development or professional development of staff;
- The Grants Awards Selection Committee will favourably consider, projects that demonstrate innovation and ability to test new approaches for capacity development.

### CDF Does not Fund

- Conservation action work
- The purchase of land
- The capitalization of trust funds or organisations reserve funds
- The resettlement of people

## Judging Criteria and decision making process

- It is essential that proposals are clearly articulated based on priority organisational capacity development needs mapped on Partner Strengthening Plans. The proposals must be guided by a principle of needs driven and evidence based;
- Proposals will be funded based on merit and likeliness to make a significant positive difference to organisational capacity development for the Partner(s);
- The grants will be judged on the following principles; feasibility of ideas; potential to stabilise the organisation managements and operations; and ability to offer sustainability to the Partner;
- Proposals for Catalytic Small Grants, Technical Support and Thematic Initiatives will evaluated by the Grants Management Team and on a monthly basis decisions within four weeks;
- Proposals for Catalytic Medium and Large size grants will first be evaluated if they meet the eligibility criteria by the CDF Management Team after the deadline. They will further be reviewed by Grants Awards Selection Committee for quality assurance. Successful proposals will be approved by the Governance group (Grants Selection Sub-Committee) within 8 weeks.

## Grant Proposals Application & Review Processes

