

**GUIDELINES**

**تکامل**

**TAKAMUL SMALL GRANTS FUND FOR  
SYRIAN CIVIL SOCIETY**

**QUALIFICATION INITIATIVE FOR SYRIAN CIVIL SOCIETY (QICS)**

December 2021

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## **ABBREVIATIONS**

BMZ	<i>Bundesministerium für Wirtschaftliche Zusammenarbeit und Entwicklung</i> (German Federal Ministry for Economic Cooperation and Development)
CBO	Community-Based Organisation
CSO	Civil Society Organisation
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i>
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
PI	Project Idea
PP	Project Proposal
SC	Selection Committee
SDGs	Sustainable Development Goals
QICS	Qualification Initiative for Syrian Civil Society

## I. INTRODUCTION

### Context

Civil society had historically been severely restricted by an authoritarian government in Syria. The uprising that started in 2011 created spaces and momentum for various civil society actors to respond to social needs, filling voids emerging in local governance, and advocating for social and political change. With an escalating conflict, responding to humanitarian needs gained in importance, and civil society actors have been forced to continuously adapt to changing conditions in the different parts of Syria.

Today, civil initiatives, organizations, and platforms established by Syrians – either inside the country, in neighbouring countries or Europe - play an important role in transferring know-how, carrying out aid projects, and advocating for accountability, an end to the conflict and a peaceful and inclusive Syria following a political transition. Networks and platforms involving ‘established’ Syrian diaspora, Syrians who recently went into exile, as well as Syrians living inside Syria serve to facilitate information sharing, the coordination of efforts, and an amplification of civil voices amid an ongoing military conflict.

The expansion of Syrian civil society in neighbouring countries and Europe has led to a diversity in perspectives, capacities and approaches in addressing developmental and humanitarian challenges in Syria. Yet after more than 10 years of conflict inside Syria, civil society organisations (CSOs) inside Syria and civil society actors in the diaspora slowly start to loosen their ties. As the conflict becomes more protracted, and restrictions on movement increases and political cleavages deepen within Syria, it becomes challenging for organisations confront with different sets of contextual challenges to maintain strong links with, and nuanced understanding of, dynamics in their country of origin. In order to re-strengthening their relationships, amplifying voices and initiate inclusive dialogues about a possible social contract for Syria in the future, the prerequisite is that safe spaces can be created and that the widening gap between Syrians living in Syria and abroad can be overcome. **Therefore, this Fund for Syrian civil society focuses particularly on promoting nascent CSOs from the diaspora and inside Syria to strengthen their cooperation by implementing joint initiatives.**

### About QICS

The ‘Qualification Initiative for Syrian Civil Society III’, - implemented by the *Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)* GmbH on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ)- , strives to enhance the capacities of **Syrian civil society actors in and outside Syria** to work towards a peaceful and inclusive society. This involves – among other things – the provision of organisational development support and the promotion of dialogue and exchange measures, to amplify the voices of Syrian civil society stakeholders inside and outside Syria and thereby raise the potential for a transformation of the conflict.

With project office locations in Gaziantep (Turkey) and Berlin (Germany), the QICS program targets Syrian civil society actors inside Syria, in neighbouring countries as well as the diaspora in Europe (particularly Germany).

### Rationale for the Takamul Small Grants Mechanism

The funding made available through this small grants mechanism shall strengthen the cooperation among Syrian CSOs from the diaspora and inside Syria by enabling them to implement joint development initiatives.

These initiatives are expected to contribute to the sustainable development of vulnerable groups and disadvantaged communities inside Syria (please see below for specific topic areas).

To provide an opportunity for CSOs with strong learning needs, grantees will be offered support tailored to individual needs. This could entail project design and proposal writing, accounting and financial management, risk management and do-no-harm, and monitoring and evaluation.

These learning opportunities will equip CSOs with the means to effectively implement grant-funded projects while the project work will provide an opportunity to directly apply newly acquired skills in practice.

### About this guideline

This guideline is meant as a common reference document for applicants and GIZ alike. It is recommended for applying CSOs to review this document, yet applications can be successful when based only on the information provided in the online orientation sessions.

## II. SCOPE OF THE SMALL GRANTS

### Thematic Priorities

Proposed projects shall promote sustainable development in one of the following areas:

- **Civil leadership**

As outstanding individuals, civil leaders are strong networkers and role models. These individual actors and informal networks might be “organised” but do not necessarily have physical, legal, or financial structures. Thus, civil leaders come from various professional background and professions and can include religious leaders, leaders of civil society organisation (CSOs) (including community-based organisations), non-governmental organisation, charity organisations, foundations, associations and unions, syndicates, networks, businesswomen and -men, social entrepreneurs, scientists, intellectuals, activists, journalists, social media activists, academics, opinion leaders, and social media influencers. They can emerge at all levels of society: local or community level, regional, national, or international level as well as within diaspora communities.

Designing a project with a focus on civil leadership could include activities as individual trainings in digital technology, creation of exchange platforms for civil leaders, mentorship, peer-coaching events etc.

- **Women empowerment**

Women empowerment is here understood as a process of supporting women with an environment, skills, and tools to raise and amplify their voices and influence their social context. In the context of this fund, women empowerment specifically (but not exclusively) refers to the equal access of women to opportunities, resources, and decision-making processes at community level. By strengthening the potential, knowledge and know-how of engaged women at grassroots level enables these potential future activists to develop and express their opinions on key issues which directly affect their lives and to take part in and shape decision-making. Furthermore, women empowerment may also refer to the support of civil society actors (individuals and organisations) with a distinct focus on gender equity or who are engaged to become meaningful gender equity advocates; this can and should also include men. Activities of ‘advocates for women empowerment’ may range from joining women’s initiatives or organisations, to campaigning at the local, regional or national level. Another important dimension of women empowerment is the establishment, operationalisation, and professionalisation of women empowerment networks at community and national level as well as on cross-border, regional and international level. Project ideas with a thematic focus on women empowerment could focus, for instance, on women leadership trainings or support to women networks.

- **Youth empowerment**

Youth empowerment is here understood as the process of providing youth with skills, tools and knowledge to determine for themselves both, what their future selves should be and how they might positively impact their social environment. Youth refers here to young Syrians who transition from school to the world of work (approximately aged 16 – early 30s). This age group can be further differentiated into two specific target groups: first, young people who are already engaged in civil society and have a certain experience in influencing decisions (e.g., through volunteering, (social) media or engagement in local CSOs) with the potential of becoming youth leaders. Secondly, young people who are not yet actively involved in civil society or community work but display a general motivation or interest in civic engagement and volunteerism. Project ideas could for example include activities such as youth debating clubs, intergenerational exchange formats or interregional platforms for youth exchange.

- **Advocacy & Media**

Intended results of projects in this thematic area is to strengthen the voice, collaboration and capacity of rights-based Syrian civil society networks and organisations. The project aims to improve collaboration between and among civil society networks and organisations, amplify their messages and support them in

engaging more broadly with stakeholders in Syria and Europe. Project ideas could include activities such as supporting the coordination of advocacy groups, organizing roundtables and advocacy initiatives, campaigning specifically on the needs of underrepresented groups or encouraging cross-country coordination platforms.

**Project Ideas and Full Proposals can address more than one thematic area, but it needs to be clearly determined which area they should be identified with.**

Regardless of the thematic areas, all projects should give special consideration to supporting disadvantaged groups (internally displaced persons, people with disability, people from ethnic minorities, etc.) and social cohesion as cross-cutting issues.

## Eligibility

The proposed project must:

- fit under one of the thematic areas of the small grants fund;
- be proposed by at least two organisations working together (one from the Syrian diaspora, one based inside Syria)

Applying CSOs must meet the following eligibility criteria to be longlisted:

- Be Syrian led;
- Registered as non-profit organisation;
- Politically independent and non-governmental;
- Pursue objectives of public benefit;
- Their activities do not primarily serve economic objectives;
- Have a clearly stated vision/mission for development;
- Demonstrate at least two years of proven track record of implementation experience with similar projects;
- Have adequate accounting systems in place;
- Demonstrate access to the target community (incl. through local partnerships).

## Target Groups and Geographical Scope

It must be substantiated how proposed projects will benefit Syrians inside Syria, either directly or indirectly. It is recommended but not required for implementation of activities to physically take place inside Syria. Applicants can propose projects for implementation outside Syria (including online formats) and inside Syria in areas outside regime control.

In case activities will be implemented with physical presence inside Syria, selected target communities must be free from violent conflict and without significant presence of armed and proscribed groups, to minimize conflict-related risks upon the implementation of projects.

## Grant Duration

The proposed projects can last up to **12 months**.

## Language of Applications

Project Ideas and Full Proposals must be submitted in **English language**.

## Grant Amount

The size of the small grants range between **30.000 and 60.000 EUR** for projects implemented by one organisation. The maximum amount can be increased if several organisations are applying jointly.

## Co-Financing

Projects can receive additional funding from other sources (except another GIZ program), e.g. from other donor agencies, a CSO's own resources, contributions etc. However, the contribution from Takamul must account for at least 50% of the total proposed project budget.

## III. PROCESS OVERVIEW

The Takamul Small Grants Fund consists of five phases:

- 1) **Preparation and shortlisting of project ideas:** Interested organisations can apply by submitting their project ideas. Applications will be screened against the eligibility criteria and shortlisted by a selection committee (see below). Organisations with promising project ideas will be invited to prepare full proposals.2 months
- 2) **Full proposal development:** Shortlisted organisations will be offered trainings on concept development and proposal writing. They are invited to hand full proposals six weeks after the receiving a positive response to their project idea.2-3 months
- 3) **Proposal finalisation and contracting:** Selected organisations may revise their proposals based on the feedback from the selection committee if needed while the formal funding contract is being prepared.2 months
- 4) **Project implementation and complementary capacity development:** Selected organisations will receive financial support to implement their projects. Periodic reporting requirements will enable the tracking of the project's progress. Participatory organisational capacity needs assessments will be conducted to inform subsequent tailored capacity development support for the grantee(s) implementing the project.12 months
- 5) **Post-award phase:** Final reporting and closure of the projects and conducting of results and lessons learnt workshop(s). Financial audits and/or evaluations may be commissioned.1-2 months

## **IV. APPLICATION AND SELECTION**

### **When and where to submit applications**

Applications shall be submitted to GIZ [qics-funding@giz.de](mailto:qics-funding@giz.de) in time before the deadline specified in the call.

Documents that shall be submitted with the application include:

- The Project Idea (max. 2 pages)
- An electronic copy of the applying organisation's registration document/license
- Organisational chart/organigram
- Short profile of the organisation (Template)

### **Preparation of Project Ideas**

The Takamul Small Grants Mechanism will be formally launched with a Call for Project Ideas by GIZ. An online Orientation Session will be organized to assist interested organisations with the application on the [17<sup>th</sup> of January 2022 2PM CET](#).

The Project idea shall **entail a very brief description of the context/community needs, and the proposed intervention. It needs to convey a sufficient understanding of what the applying organisation is proposing to do and why. There is no template, but guiding questions on how to prepare a Project Idea can be found in the Annex.**

Project Idea shall be in written form (no more than 2 pages).

### **Preparation of Full Proposals**

Following the shortlisting of project ideas by the selection committee, shortlisted organisations will be invited to develop their full proposals. Online trainings will be offered on concept development and proposal writing.

The full proposal must be submitted in English and will be held to a high standard of quality. The Project Proposal Template is available in the Annex.

Applicants will be notified individually of the selection committee's decision. Feedback for future improvement will be given to organisations whose proposals were not selected.

### **Selection of Project Ideas and Full Proposal**

The selection process shall be conducted in three stages:

- 1) Longlisting of Project Ideas: Applications will be longlisted according to the formal eligibility requirements. Organisations who do not meet the eligibility criteria may be invited to re-submit their application after addressing the issue if the deadline allows.
- 2) Screening of Project Ideas: Longlisted Project Ideas will be reviewed by the selection committee. Successful Project Ideas will be shortlisted, and organisations invited to prepare full proposals. Complimentary technical feedback for orientation may be provided by GIZ.

- 3) Screening of Full Proposals: All Full Proposals will be reviewed by the Selection Committee to identify the best proposals/confirm proposals for contracting. Selection decisions may be conditional upon requests for revision.

A detailed flow-chart for the selection and contracting process can be found in the Annex.

### **Selection Committee**

The selection committee will review project ideas and full proposals. The criteria mentioned below will guide the assessment process. Technical feedback will be drawn up for both selected and declined applicants.

The selection committee will include the following participants:

<b>Members</b>	<ul style="list-style-type: none"> <li>- Two GIZ representatives</li> <li>- Three to four thematic experts with sectoral expertise</li> </ul>
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### **Shortlisting Criteria**

The initial project ideas will be examined based on the following criteria:

<b>Relevance</b>	<ul style="list-style-type: none"> <li>- How well is the problem framed that the project idea seeks to address (e.g. with reference to evidence)?</li> <li>- How well does the proposed project idea correspond to the needs and contextual constraints of the target group?</li> </ul>
<b>Innovation</b>	<ul style="list-style-type: none"> <li>- To what extent is the project idea innovative? (e.g. applying a new approach, or scaling up to reach a larger target group)</li> <li>- Will the project be implemented by a consortium or alliance of organisations?</li> </ul>
<b>Feasibility</b>	<ul style="list-style-type: none"> <li>- Are the objectives of the intervention realistic to achieve?</li> <li>- How coherent is the design of the project in terms of consistency of proposed activities with envisaged results?</li> </ul>
<b>Cost-Effectiveness</b>	<ul style="list-style-type: none"> <li>- What is the overall cost-efficiency/value for money?</li> </ul>

### **Final Selection Criteria**

The full project proposals shall be examined with a view to the following aspects:

<b>Relevance</b>	<ul style="list-style-type: none"> <li>- How well is the problem framed that the intervention seeks to address (e.g. with reference to evidence)?</li> <li>- How well does the proposed intervention correspond to the needs and contextual constraints of the target group?</li> </ul>
<b>Innovation</b>	<ul style="list-style-type: none"> <li>- To what extent is the project idea innovative? (e.g. applying a new approach, or scaling up to reach a larger target group)</li> <li>- Will the project be implemented by a consortium or alliance of organisations?</li> </ul>

<b>Design of Intervention</b>	<ul style="list-style-type: none"> <li>- Are the objectives of the intervention realistic?</li> <li>- How coherent is the design of the intervention in terms of consistency of proposed activities with envisaged results?</li> <li>- How feasible is the implementation of activities? Is the envisaged timeframe realistic?</li> <li>- Are adequate provisions in place for results monitoring, incl. appropriate logical frame indicators?</li> <li>- How does the proposed project contribute to change?</li> </ul>
<b>Risk Management and Do-No-Harm</b>	<ul style="list-style-type: none"> <li>- How complete are risk analysis and mitigation plan?</li> <li>- Are Do-No-Harm principles being applied?</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>- To what extent will the proposed intervention likely have a lasting impact beyond the duration of the project?</li> <li>- Will the proposed intervention have any multiplier effects?</li> </ul>
<b>Budget and cost-effectiveness</b>	<ul style="list-style-type: none"> <li>- Is there a plausible and transparent allocation of costs to relevant budget lines, reflecting proposed activities?</li> <li>- What is the overall cost-efficiency/value for money?</li> </ul>

### Grant Allocation Targets

Indicatively, 10-20 small grants shall be allocated, depending on individual project volumes.

At the shortlisting stage, indicatively 15-25 applications shall be selected for invitation to prepare full proposals.

### Basic financial and risk management capacity

Selected organisations are required to provide relevant information to GIZ for a review of their accounting and risk management systems, as well as their financial management procedures and capacities. Positive assessment results are a prerequisite for contract-signing.

## V. IMPLEMENTATION OF THE SMALL GRANTS PROJECTS

### Signing of grant agreements

Successful organisations, whose proposals have been endorsed by the selection committee, will proceed to the contracting stage. Time will be given for selected organizations to include any recommendations by applying small final changes to the budget and proposal as necessary.

The schedule of advance payments and interim settlements will be agreed at the contracting stage among GIZ and the recipient organisation.

GIZ will draw up grant agreements for the organisation to review and to sign.

### Finance / Compliance training

After signing the contract, all recipients are required to participate in a one-day training to receive orientation on financial management in compliance with GIZ rules and regulations.

## **Financial Management**

The grantee organisation must keep records of all purchases and expenses and submit interim settlement according to the budget plan. Each interim settlement shall review the ongoing budget feasibility and identify if any budget items are expected to be significantly above or below the budget plan.

GIZ may conduct spot checks with the selected grantee. These checks are intended to provide learning opportunities to help organisations understand good practices that underpin financial management and accountability.

If at any time during the implementation of the grant, or as a result of a post-audit, it is determined that expenditures are not in accordance with the terms of the grant contract, the recipient will be asked to clarify and may have to refund the amount to GIZ.

## **Adjustments to the Project Concept and Contract**

While every effort should be made by CSOs to provide a solid project proposal with intervention approach, activities and funding requirements at the beginning, it is recognised that invariably adjustments may become necessary during the project implementation phase, based on new information that may not have been available at an earlier stage.

In cases where changes to the activity planning, duration and/or budget of the project have become necessary, CSO recipients are required to inform GIZ in writing (either via email or letter). Adjustments will require prior approval by GIZ and may necessitate formal contract amendments (depending on the scale of the changes). Recipients must allow adequate time for discussion, review and approval, so as not to affect the overall implementation.

All adjustments should be documented with the interim and final reports as well.

Financial reallocations and project adjustment made without prior approval will not be accepted and funds may have to be reimbursed to GIZ.

## **Reporting**

GIZ will hold grantee organisations to a high standard of quality in reporting. CSOs will be required to submit interim and final narrative reports against the implementation framework. Supplementary photo or video documentation can be provided on a voluntary basis to aide progress tracking.

Reports shall be written in English. Reports should in any case provide accurate and transparent accounting of progress with reflection on meeting or not meeting objectives. Templates for progress and final reports will be provided by GIZ. The frequency of the progress report will be determined in the contract but shall tentatively be submitted every six months.

Field visits may be conducted to allow CSOs to report in-person and respond to technical inquiries about progress, challenges, and application of capacity development.

Assessment of impact of interventions will be done through review meetings and an in-depth review of selected small grant projects if required.

### **Project Closure**

Upon finalisation of the project, the recipient CSO shall prepare the final statement of accounts for the final settlement. In case some funds remained unused, these will have to be returned to GIZ. The recipient shall further prepare a final narrative report.

The final reporting deadline will be defined in the individual contracts but shall normally be four weeks after the end of the project implementation period.

It is anticipated that some feedback loops may be necessary for clarification and/or revision after the submission of these documents. Once the final narrative report and financial settlement are satisfactorily completed, and all required financial documents received and checked, GIZ will reconfirm to the recipient the successful closure of the project.

## **VI. COMPLIMENTARY CAPACITY DEVELOPMENT**

In the framework of the QICS program, complimentary capacity development support will be provided to the grantee organisations.

Capacity development may include training and coaching. Topics may vary across organisations, depending on the assessment results, but may include the following:

- Project cycle management;
- Safeguards and Risk management;
- Accounting and Financial Management;
- Monitoring, Evaluation and Reporting;

Peer-to-peer learning through knowledge sharing activities will also be promoted (see below).

## **VII. MONITORING, EVALUATION AND LEARNING**

### **Monitoring and Evaluation by QICS**

Monitoring, Evaluation and Learning are key aspects of the QICS program and help to promote the capacity development for recipient organisations.

GIZ will monitor the implementation progress of Small Grants Projects on the basis of periodic progress reports as well as informal communication via email and over the phone. Practical assistance (e.g. on financial settlements) may be provided as necessary.

GIZ may decide to conduct in-depth evaluation missions to review individual projects towards the end of the implementation period, to document particularly interesting cases for learning.

### **Progress tracking by CSOs**

The recipient CSOs will be responsible for the implementation of their projects in line with agreed proposal, budget and activity plan. Projects shall be designed with a clear logical framework of measurable indicators to track changes and achievements.

Through complementary capacity development mentioned above, CSOs will be supported to establish their own M&E systems / plans for internal progress tracking, and to adopt the necessary skills and good practices for efficient M&E. CSOs will be coached in adaptive management so that experiences during implementation can be channelled directly to unleash improvements.

The CSO recipients may consider assigning one designated staff member to serve as the focal point for providing updates and reports on project progress.

### **Knowledge Sharing and Learning**

The QICS program aims to contribute to peer-learning among Syrian CSOs. Bi-annual online learning events are planned to enable participating organisations to showcase emerging learning and success stories from the implementation of projects and to identify areas for further exchange and potential future collaboration.

## **VIII. ENQUIRIES**

For more information or any questions please contact GIZ via email under [gics-funding@giz.de](mailto:gics-funding@giz.de).

## **IX. DATA PROTECTION**

All data collected from recipients for the processing of the Small Grants scheme will be stored securely using GIZ data management systems and only for as long as necessary.

Selected information will be shared with relevant stakeholders, e.g. Project Ideas and Full Proposals with participants of selection committee meetings, and financial information with external auditors. All third parties will be required to treat information shared with them confidentially.

## **ANNEXES**

[Annex 1: Frequently Asked Questions](#)

[Annex 2: Template for Commercial Suitability Assessment](#)

[Annex 3: Guiding questions for Project Idea preparation](#)

[Annex 4: Template for Project Proposal](#)

[Annex 5: Orientation for Budget Preparation](#)

[Annex 6: Template for Interim Narrative Report](#)

[Annex 7: Template for Final Narrative Report](#)

## Annex 1: Frequently Asked Questions (FAQ)

تکامل

# TAKAMUL SMALL GRANTS FUND FOR SYRIAN CIVIL SOCIETY

### ***What does the Takamul\* Small Grants Fund support?***

The fund provides grants to strengthen Syrian civil society organisations, initiatives, and associations. The support made available through the small grants mechanism seeks to strengthen the cooperation among Syrian civil society organizations (CSOs) from inside Syria and in the diaspora by enabling them to launch development initiatives jointly. The proposed project ideas must fall under one of the four thematic priority areas:

- Leadership
- Women Empowerment
- Youth Empowerment
- Advocacy and Media

More information on the thematic areas can be found in the Guidelines.

### ***Who is eligible for the Takamul Small Grants Fund?***

Syrian-led non-governmental and non-profit organizations who are registered, have a vision/mission statement, and have at least two years of proven experience implementing non-for-profit projects.

### ***What is the maximum volume of the grants?***

Grants range between 30,000 – 60,000 EUR for each individual proposal. The maximum volume may increase if several organizations apply jointly.

### ***What should the project idea contain/entail?***

There is no format! Be creative and innovative but make sure to include a **problem statement** in the short concept note which the project aims to address. Describe your **proposed solution**. How do you want to address this problem? How would you involve **key stakeholders** in the preparation and implementation? And add how you would apply **do-no-harm principles**. The project idea/concept note should not exceed two pages.

### ***What is the difference between Project Idea and Project Proposal?***

The Project Idea is a first stage to provide a brief description of the project, the objectives it pursues and the change it aims to achieve. Another word for it can be concept note. Among

all Project Ideas shared, successful applications will be short-listed. Short-listed candidates will be invited to send in full Project Proposals. Trainings on Proposal Development and Do-No-harm will be available for shortlisted candidates.

***Can the application be submitted in Arabic?***

Only Project Ideas written in English can be accepted.

***Can you apply for more than one thematic priority area in one application?***

The organization should clearly address and explicitly state in the concept note one of the four thematic areas listed above. If the concept note addresses two thematic areas or more, please describe potential linkages/synergies.

***What the Takamul Small Grants Fund does not support***

- High procurement costs
- Institutional funding and staff costs unrelated to the implementation of the project
- Project ideas outside the four thematic areas listed above

***Where can Takamul Small Grants Fund be implemented?***

Applicants can propose projects for implementation outside Syria (including online formats) and inside Syria in areas outside regime control.

***When will I hear whether my Project Idea is shortlisted?***

Maximum two weeks following the selection committee's meeting, GIZ will inform all applicants individually via email if the project idea has been shortlisted and the applicant is invited to send in a full proposal.

***Can one organization submit more than one Project Idea and/or receive more than one grant in the same call?***

Applicants increase their chance for selection by submitting more than one Project idea. Applicants cannot receive more than one grant per call.

***Will the grantees be required to sign an agreement or a Memorandum of Understanding with any government authority?***

No, the successful grantee will sign a grant agreement with GIZ.

***Can the grants provided through the Takamul Small Grants Fund be used to support projects which are already funded through another funding source?***

The Takamul Small Grants Fund can co-fund a project which meets all other requirements of the guidelines and where Takamul's contribution is at least 50%.

***When to submit my application?***

The deadline of the Project Idea submission is the 14<sup>th</sup> of February 2022. For further information, please contact GIZ via [email](#).

***How does the selection process look like?***

Project ideas will be accessed in a three-steps process:

1. Longlisting applications according to general eligibility criteria
1. Shortlisting project ideas and invitation to develop full proposals
2. Final selection of Project Proposals by a selection committee

The process and criteria are described in detail in the Takamul Small Grants Guidelines.

***What can be a proposed start date for the proposal projects?***

Successful grantees are - in all likelihood - able to start projects in June 2022. Proposed projects can have a maximum duration of 12 months.

***Where can I submit my application?***

You can submit your application via email to [gics-funding@giz.de](mailto:gics-funding@giz.de).

***Is there a project proposal template for applying organizations?***

The project proposal template will be shared with shortlisted candidates only.

***Where can additional information on the Takamul Small Grants Fund be found? Whom to contact?***

Please contact GIZ via email under [gics-funding@giz.de](mailto:gics-funding@giz.de).

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<sup>1</sup> \* The Arabic word Takamul means 'integration' and symbolizes the aim of the fund to strengthen the links between Syrian civil society organizations within Syria and the diaspora.

## Annex 2: Template for Commercial Suitability Assessment

### Record of commercial and legal eligibility checks on potential recipients

When conducting eligibility checks, the officer responsible for the commission can request advice and support from commercial staff at the GIZ office or – particularly for large contracts – engage the services of a nationally based external accountant.

Potential recipient	
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### Persons involved in the eligibility checking process

Name(s)		Place	
OE, firm (if applicable)		Date	

### Information on recipient

(Please summarise key information here and attach any explanatory notes as an appendix)

Eligibility criteria	Assessment
<b>Legal form of the institution/organisation</b> What is the <u>legal form</u> of the institution/organisation? How is the institution/organisation <u>registered</u> ? Evidence of legal form and registration in accordance with the legal provisions that apply in the country in which the institution/organisation is based. Please attach extracts from the appropriate register. / Formation documents showing the location of the institution/organisation's registered office and the year of formation (if not shown in the register entry) / Tax number or other forms of substantiating documentation generally required in the country. In the case of ministries and state institutions, does it have a permanent or temporary <u>mandate</u> ?	
<b>Public-benefit status</b> Does the institution/organisation have <u>public-benefit status</u> ? Does it have non-profit status under the partner country's legislation? Submit <u>articles of association and register entry or comparable documents</u> if the partner country's legal system recognises the status of 'public-benefit institute' comparable to that provided for in German law. In case of doubt, <u>seek advice from a local lawyer</u> (e.g. the lawyer who acts for the country office). Are the institution/organisation's <u>usual activities located within the public-benefit sector</u> ? Information from institution/organisation/website. Is the intention (according to the project proposal) to <u>use the funds provided under the project for tax-privileged purposes</u> , i.e. would the institution/organisation's work have tax-privileged status if it were performed in Germany? <sup>2</sup>	

<sup>2</sup> According to Section 52 (2) of the German Fiscal Code, tax privileges are granted for the 'advancement of upbringing, adult education and vocational training' (no. 7); the 'advancement of nature conservation .... and environmental protection ...' (no. 8); the 'advancement of development cooperation' (no. 15) and the 'advancement of equal rights for women and men' (no. 18).

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<p><b>Accounting</b></p> <p>The eligibility check must determine whether there is an appropriate <u>accounting system with qualified personnel</u>. As a <u>minimum requirement</u>, this system must meet national standards, and where <u>larger sums</u> are involved possibly also <u>international accounting standards</u>.</p> <p>(Required information: annual budget and properly drawn up annual financial statements, annual sales figures and implemented budgets for the past three years, comparison with level of planned financing.)</p>	
<p><b>Contract award procedures</b></p> <p>Are there <u>rules</u> which meet <u>national legislation and international standards</u>? Are they <u>verifiably applied</u>?</p> <p>(Applicable contract award legislation, implementation, results of checks)</p>	
<p><b>Internal and external controls</b></p> <p>Existence, mandate, quality of <u>internal control bodies</u>.  <u>External audit bodies and audit reports</u>, including those of other donors.</p>	
<p><b>Previous experience</b></p> <p>Extent of previous experience, quality of <u>technical and administrative implementation of previous financing arrangements</u>, including funds provided by other donors.</p>	
<p><b>Anti-corruption</b></p> <p>Are there any allegations of corruption or investigations into possible corruption involving senior employees or managers?</p>	

## Annex 3: Guiding Questions for Project Idea

### There is no format, Be Creative!

The Project Idea shall be prepared as a written document (no longer than 2 pages). The Project Idea shall be submitted in English language.

The guiding questions below provide key minimum elements that should be included in the description of the Project Idea.

- Please tell us very briefly about **your organization!** Your area of work, your vision/mission, etc.
- Please explain **the problem/challenge** that you want to address with the proposed project! What is the context? Why is solving this problem important?
- Please describe your **proposed solution!** How do you want to address this problem? What would the change be? Tell us why you think your proposed solution is **innovative<sup>3</sup>**.
- What **resources** would you need for this project?
- How would you involve **key stakeholders** (beneficiaries and partners) in the preparation and implementation? Please explain.
- How **cross-cutting topics** have been promoted or addressed?

### Submission

The Project idea should be submitted to: [gics-funding@giz.de](mailto:gics-funding@giz.de)

Necessary attachment: Copy of the applicant organization's registration status

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<sup>3</sup> Innovation could be a new approach that makes it easier, faster, less costly, etc to address a problem.

## Annex 4: Template for Project Proposal

### Project Proposal Template

#### I. Summary information

<i>About the applying organisation(s)</i>	
<b>Name of organisation</b>	<i>Please provide the full name of your organisation and its acronym</i>
<b>Contact person</b>	<i>Please provide the name of the person in charge for communication with GIZ about this Proposal and related matters</i>
<b>Address and contact details</b>	<i>Please provide the physical address of your organisation as well as contact details such as telephone and email</i>
<b>Registration status</b>	<i>Please indicate what legal status your organization has</i>
<b>Co-applicant?</b>	No Yes
<b>In case: name and address of co-applicant Organisation</b>	<i>Please provide the name and address of the organisation that is a co-applicant for this proposal, in case this applies.</i>
<i>About the Project</i>	
<b>Title of the Project</b>	<i>Please provide a specific title that helps to identify the project</i>
<b>Thematic Priority Area</b>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Women Empowerment</li> <li>• Youth Empowerment</li> <li>• Media &amp; Advocacy</li> </ul>
<b>Geographic area(s);</b>	<i>Please provide the name of province(s), district(s) and village(s) that the project will be implemented in</i>
<b>Target Group</b>	<i>Please mention be the main target group of your project</i>
<b>Objective</b>	<i>Please state the objective of the proposed project</i>
<b>Project Duration</b>	Start: ...../...../..... End: ...../..... /.....
<b>Total estimated budget</b>	..... EUR
<b>Multi-Donor-Funding?</b>	No Yes
<b>In case: contribution requested from GIZ</b>	..... EUR

Page Break

## **II. Description of applying organisation(s) [up to 1 page]**

- Please briefly explain your organization's history, strategy and vision/mission;
- Please provide a short summary on your organisations capacity and experience in implementing sustainable development projects;
- If applicable: please provide similar information about co-applicant organisation;

## **III. Description of Project Context [up to 1 page]**

- Please describe the current situation. What are the needs and problems that must be addressed through the proposed project (provide statistics/empirical data if possible);
- Please explain how this relates to relevant local development priorities
- If applicable: Please explain what actions you have undertaken earlier to address this problem or a related problem and what lessons you have learnt from this that you want to apply now;

## **IV. Description of Project Objective and Outputs [up to 1 page]**

- Please describe what Outcome objective the project is expected to achieve;
- Please describe what Outputs the project will deliver in order to achieve the objective;
- The objective formulations must be SMART (specific, measurable, relevant and time-bound)

## **V. Description of target group(s) [up to 0.5 page]**

- Describe and define the target groups and final beneficiaries. Provide statistics if possible. Highlighting their needs and constraints
- Describe how the project will benefit target groups and the local community

## **VI. Description of activities [up to 3 pages]**

- Describe in detail each activity
- highlight the role of each partner (including co-applicant, etc) in the activities as well as approach/methodology to be used
- Make sure to explain how the project will address at least one of the cross-cutting topics (promoting Gender Equality, Disadvantaged Groups, Governance and Human Rights, Youth)

## **VII. Description of Project Team / Management Structure [up to 1 page]**

- Briefly describe staff required for the project implementation, and their roles and responsibilities. How will the team be managed?
- If applicable (in case of co-applying organisations): What will be the division of labour between implementation partners? How will you manage the partnership?

## **VIII. Monitoring, Evaluation and Learning [up to 1 page]**

- Explain how your organization will monitor the implementation and performance of the project
- How do you ensure that successes/failures can be learned from?

## **IX. Risk Assessment [up to 1 page]**

- Please provide an overview of the risks that you see for successful implementation, how likely they are to occur and how big the impact would be;
- Please describe risk-mitigating measures that you will take;

## **X. Sustainability [up to 1 page]**

- Briefly explain how the sustainability of the project would be achieved subsequent to its completion (including capacity of relevant personnel).

- *What measures are being put in place to ensure sustainability?*
- *organization for this project and how do you propose to develop and sustain your organization's skills and capacities?*

## XI. Annexes

1. Logframe
2. Activity Plan

### Annex 1: Logframe / Results Monitoring

Objective	Indicators of success	Sources of verification	Key assumptions/risks
<b>Outcome</b> ...	Outcome Indicator: ... Baseline: ... Target: ...	...	Assumptions: ... Risks: ...
<b>Output 1</b> ...	Indicator 1.1: ... Baseline: ... Target: ...  Indicator 1.2: ... Baseline: ... Target: ...	...	Assumptions: ... Risks: ...
<b>Output 2</b> ...	Indicator 2.1: ... Baseline: ... Target: ...  Indicator 2.2: ... Baseline: ... Target: ...	...	Assumption ... Risk ...
<b>Key activities</b> ...			

### Annex 2: Activity plan Template

Activity	Implementation Period (e.g. by month)										Lead	Involved	Status	Comment
	1	2	3	4	5	6	7	8	9	X				
<i>Output 1</i>														



## **Annex 5: Orientation for Budget Preparation**

### **Budget**

A budget is a numerical expression of a proposal. Therefore, a budget must reflect the proposal. All planned expenditures in the budget must relate to the proposal's content.

When reading the proposal, the inclusion of certain expenses should always be clear. At the same time, the budget alone should make sense to the reader.

In a budget there are major line items with sub-lines. The final total at the bottom shows the total amount of the budget as well as the contract amount.

### **Budget template**

GIZ provides a budget template. The grant recipient can adjust the budget according to their proposal. The name of the organisation and project, running time, and currency must be entered in the budget.

The calculated costs should be explained in detail and clearly mentioned in the description of each line.

Under procurement of materials and services, the 'type of unit' should explain the procurement unit and it must be countable. For example, the type of unit for trainer fees can be 'hourly', 'daily' or 'monthly', but not 'total', 'fee' or 'lump sum'.

The total amount of each sub-line has a formula and multiplies the unit quantity and the unit price. Hence it provides the total amount of the procurement.

### **Parallel financing or contributions from the recipient's own resources:**

If there is parallel financing or the local subsidy recipient contributes to the project with their own resources, this must be specified in the contract and must be reflected in the budget. In case you share costs, you need to explain this in the description.

### **The cost categories:**

**A – Materials and equipment:** procurement of materials and equipment to implement the project

These materials and equipment must reflect the required items which are mentioned in the project's proposal.

**B – Project running costs:** What is needed to run the project?

For example: office rent, office utilities, communication, transportation, office supplies, cleaning materials, bank commission, shipping, office maintenance, etc.

If more than one donor finances the running costs, the budget must list which share is funded by GIZ, and which donor funds the other share. Please specify this in the 'Description' column.

**C - Transportation costs:** training sessions, workshops, meetings related to the project

These can include flight tickets, accommodation, local transportation, taxi fees, transfers, etc.

**D – Services and training costs:** all support staff, trainers, consultants and other fees for services and training

Please consider that the amount must include all taxes.

Not only direct project activities, but consultants who support the administration of the project should also be considered under this category, e.g. a consultant for financial assistance or translation services.

In addition, catering services for food and beverages, entrance fees, translation fees etc. should be calculated in this category.

**QICS does not accept:**

- Any purchase not based on original receipts that prove the use of funds
- Credit schemes
- Projects with unreasonably high procurement or maintenance costs

## Annex 6: Template for Interim Report

### Interim Narrative Report No. \_\_

#### I. Summary

Organization	<i>Name of the organization and main office address</i>	
Project title	<i>Project title as in the contract</i>	
Project Location	<i>Name of the target province(s), district(s) and village(s)</i>	
Project period	<i>Specific start and end dates as in the contract</i>	
Reporting period	<i>Specific timeframe covered by this report</i>	
Project Budget	Original Budget: <i>please add</i>	Budget spent to date: <i>please add</i>
Project focal point and contact details	<i>Name, telephone number and email address</i>	

#### II. Overall developments (up to 0.5 pages)

*Please describe any new developments in the context of the project (if any).*

*Please provide a brief summary (four to five sentences) of overall project implementation so far. Highlight your key achievements to date – focus on results! You can provide illustrating materials (e.g. photos, brochures) as an annex.*

*Please state whether you think the project is on track to reaching its objectives.*

#### III. Detailed implementation progress (up to 2 pages)

Output	Progress	G/Y/R <sup>1</sup>
Output 1 <i>Please put the name of the Output here</i>	<i>Please describe the implementation progress of activities under this output.</i> <i>Please provide your estimation whether everything can be implemented as planned.</i>	Green

<b>Output 2</b> <i>Please put the name of the Output here</i>	<i>Please describe the implementation progress of activities under this output. Please provide your estimation whether everything can be implemented as planned.</i>	Yellow
<b>Output 3</b> <i>Please put the name of the Output here</i>	<i>Please describe the implementation progress of activities under this output. Please provide your estimation whether everything can be implemented as planned.</i>	Red
<b>Please add as many lines as needed</b>		

Please make sure to include your activity plan with status updates for each activity as an annex.

#### IV. Reflection on working with disadvantaged groups (up to 0.5 pages)

*Please reflect on your work with disadvantaged groups (women, children, people with disabilities, people from ethnic groups, people living in extreme poverty, etc.).  
What methods do you apply to ensure your project intervention is inclusive? What challenges do you face working with disadvantaged groups?*

#### V. Challenges and Lessons Learnt (up to 1 page)

*Please describe what unexpected challenges you experienced when implementing this project. How did you resolve them?  
Please describe what you learnt from your practical implementation experience so far, and how this will be help you to be better at your work in the future.*

## **VI.Necessary Changes to Project / Contract (up to 0.5 pages)**

*Please explain if you see the need for any significant changes from the overall project approach, e.g. in terms of objectives, activities, duration or budget. This will be the basis for a follow-up discussion with GIZ and subsequent agreement.*  
*If you have already discussed/agreed any changes with GIZ in the past, please document them here as well.*  
*If there are no changes necessary, please also declare this explicitly.*

## **VII.Annexes**

- Activity plan with status updates
- Logframe with status updates
- *(any materials that can highlight your achievements)*

## Annex 7: Template for Final Report

# Final Narrative Report

### I. Summary

Organization	<i>Name of the organization and main office address</i>	
Project title	<i>Project title as in the contract</i>	
Project Location	<i>Name of the target province(s), district(s) and village(s)</i>	
Project period	<i>Specific start and end dates as in the contract</i>	
Project Budget	Original Budget: <i>please add</i>	Actual Budget spent: <i>please add</i>
Project focal point and contact details	<i>Name, telephone number and email address</i>	

### II. Overall developments (up to 1 page)

*Please provide a brief summary of the problem the project wanted to address and the project objectives.*

*If there were any developments in the context of the project or any changes made to the project approach compared to the original proposal, please describe them here.*

*Please mention any agreements on changes you made with GIZ.*

### III. Results Achievement (up to 1 page)

*Please provide a broad overview of the project's achievements towards each of its objectives / outcomes – focus on results, not activities! Describe what effect the project had on the target group/local communities; you can also provide materials illustrative material as an annex (e.g. case studies).*

*Please mention and explain the number of beneficiaries!*

*Please make sure to provide the project logframe with status updates as an annex.*

#### IV.Detailed Implementation Status (up to 1-2 pages)

Output	Progress <i>Delivered / On track / Not delivered / Not on track</i>	G/Y/R <sup>1</sup>
<b>Output 1</b> <i>Please put the name of the Output here</i>	<i>Please describe the implementation progress of activities under this output.</i> <i>Please provide your estimation whether everything can be implemented as planned.</i>	Green
<b>Output 2</b> <i>Please put the name of the Output here</i>	<i>Please describe the implementation progress of activities under this output.</i> <i>Please provide your estimation whether everything can be implemented as planned.</i>	Yellow
<b>Output 3</b> <i>Please put the name of the Output here</i>	<i>Please describe the implementation progress of activities under this output.</i> <i>Please provide your estimation whether everything can be implemented as planned.</i>	Red
<b>Please add as many lines as needed</b>		

#### V.Reflection on Partnerships (up to 0.5 pages)

*Please reflect on your partnerships for the implementation of this project.  
Who was involved? Who else should have been involved more? What new relationships or partnerships were established as a result of working on this project?  
How would you improve coordination in the future? What went well, what did not?*

## **VI. Reflection on working with disadvantaged groups (up to 0.5 pages)**

*Please reflect on your work with disadvantaged groups (women, children, people with disabilities, people from ethnic groups, people living in extreme poverty, etc.). What methods did you apply to ensure your project intervention was inclusive? What challenges did you face working with disadvantaged groups?*

## **VII. General challenges (up to 0.5 pages)**

*Please summarize what (unexpected) challenges you experienced when implementing this project. How did you resolve them? If you could not resolve them – why not?*

## **VIII. Lessons learnt (up to 0.5 pages)**

*Tell us what you learnt from implementing this project. What were the success factors, now that you are looking back? What positive aspects should be replicated and negative aspects avoided in the future?*

*Who will you share the results and learnings with?*

## **IX. Recommendations (up to 0.5 pages)**

*Do you have any recommendations?*

*Recommendations could be to GIZ regarding future support. Or recommendations could be to other organizations who will implement similar projects.*

## **X. Annexes**

- Activity plan with final status updates
- Logframe with final status updates
- *(any materials that can highlight your achievements)*

## **IMPRINT**

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On behalf of: Federal Ministry for Economic Cooperation and Development (BMZ)

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