



**AUDA - NEPAD**  
AFRICAN UNION DEVELOPMENT AGENCY

**SIFA**

Skills Initiative  
for Africa

Skills are our Future  
Les compétences sont notre avenir

# Full Proposal Application Guide

Funding WINDOW I

March 2020



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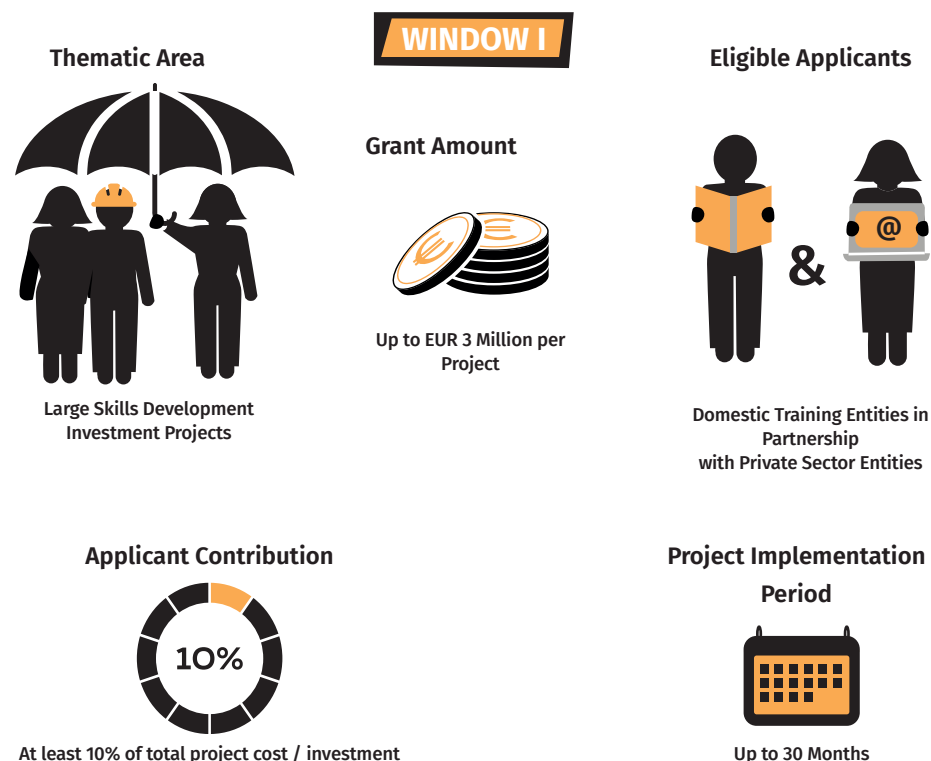
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# Introduction

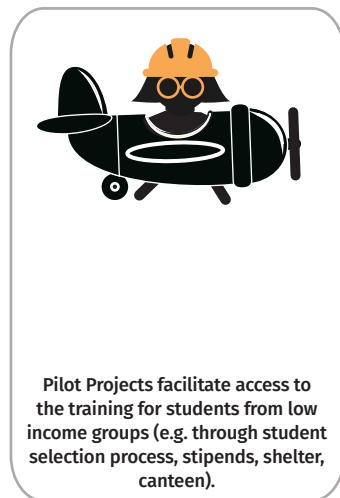
The SIFA Application Process under Funding Window I is in two stages, comprising the submission of a Concept Note (CN) by interested entities followed by the submission of a Full Proposal (FP) by Applicants whose concept notes have been shortlisted.

A Full Proposal is an upgraded Concept Note which must include a detailed implementation plan with realistic timelines, a detailed budget, a proposal-specific results framework with targets and indicators, detailed technical design of infrastructure projects and/or training equipment specifications including cost estimates, an environmental and social impact assessment, and an operational and maintenance plan. The Full Proposal must also include clearly defined roles and responsibilities of the partners and measures to address project sustainability. This document serves as a Guide for shortlisted applicants to develop their Full Proposals. Key terms used in this guide are explained in the glossary at the end.



# SIFA Objective and Indicators

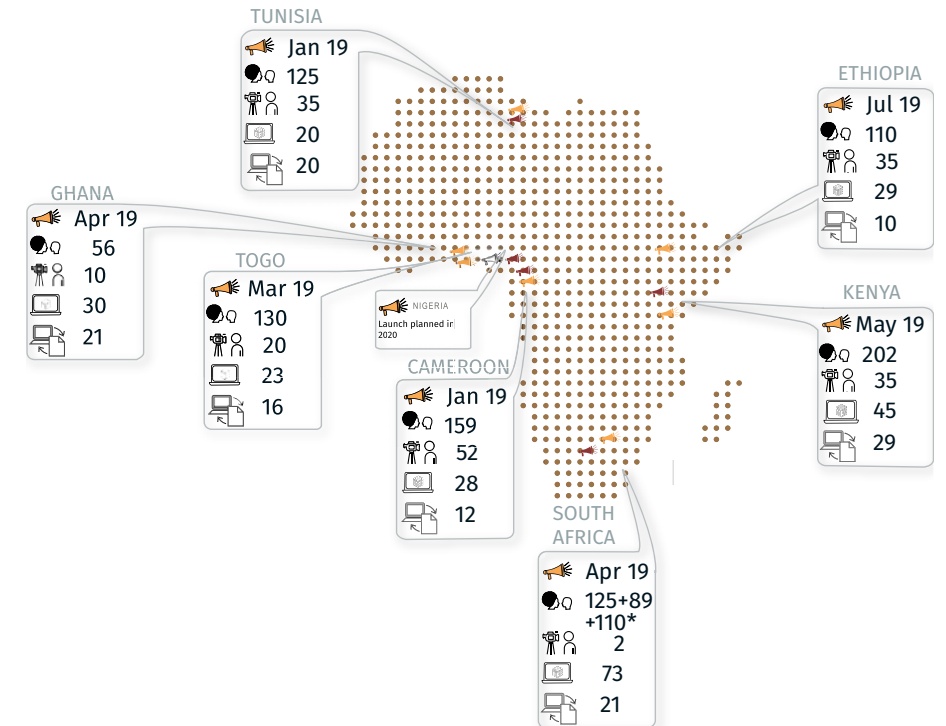
SIFA aims to improve occupational prospects of young Africans. The achievement of this goal will be measured through the following indicators:



Individual grant projects should be designed to support the SIFA goal.

# Launch of Funding WINDOW I

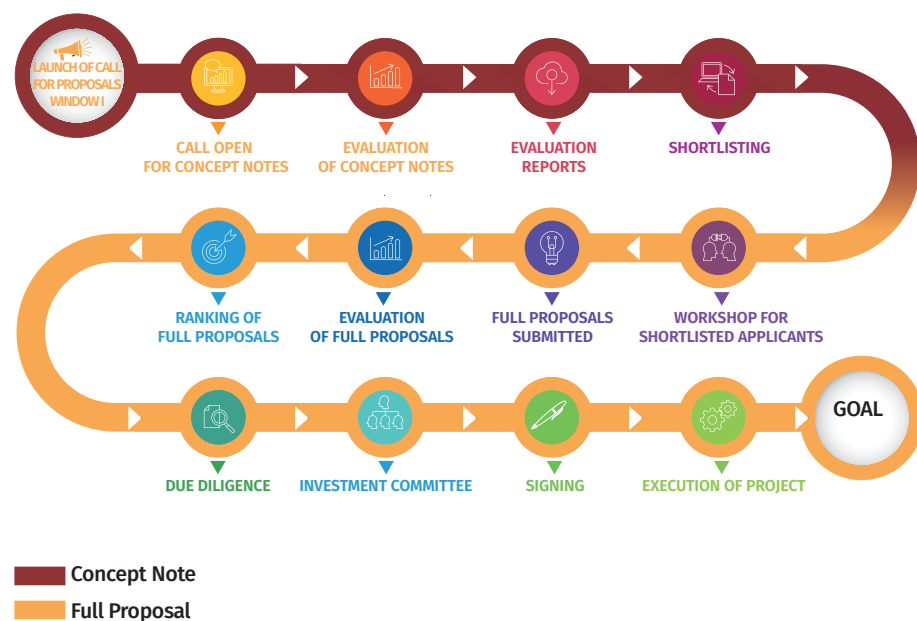
Funding Window I has to date been launched in 7 out of 8 participating countries, where a large number of applicants have submitted Concept Notes. These Concept Notes have been evaluated and in each country, the three best Concept Notes have been selected for the shortlist. They are invited to proceed to the second phase of the selection process.



## LEGEND

- Launch of Funding Window I
- Number of participants during launch ceremony
- \* In RSA launches took place in Pretoria, Cape Town and Durban
- Launch: Number of press persons
- Number of Concept Notes (CN) applications
- Number of eligible CN after evaluation by SIFA
- Funding Window II: Launched in 2017
- Funding Window I: Launched in 2019
- Funding Window I: Launch planned in 2020

# Timeline



Per country, three shortlisted applicants are invited to submit comprehensive Full Proposals. This constitutes the second stage of the selection process. Shortlisted Applicants receive detailed information about the process during a preparatory workshop. The best proposal in each country will receive funding to implement the project.

# Submission of Full Proposals

Like the Concept Note, the Full Proposal must also be submitted through the online application system SmartME. Applicants will use the same account which they already used for the Concept Note.

The Full Proposal application form in *SmartME* is based on the Concept Note. This means the overall structure is the same, but additional information is now requested for a number of sections:

- Basic information submitted in the Concept Note (like names of the Lead and Primary Partner organizations) will still be visible but not modifiable;
- Selected information submitted in the Concept Note will be visible and can now be modified, to allow Applicants to update and improve their answers if they wish;
- Finally, a number of additional new questions must be answered and supporting documents must be uploaded.

## List of Documents to be uploaded:

For the following documents, templates are provided which must be completed and then uploaded into the SmartME application form.

1. Implementation Form and Budget Template
2. Declaration of Undertaking
3. Application Submission Form

Additionally, the following supporting documents should be uploaded as applicable, in the Applicant's own format (no template provided):

- **Counterpart Contribution: Commitment letter and bank statements for each providing party**
- **Supporting documents for additional project scope** (optional)
- **Aerial photos, situation plan, cadastral plan, land use permit, construction permit** (only if infrastructure measures are planned)
- **List and specifications of equipment to be procured** (only if procurement of training equipment is planned)

- **Planned or existing curricula** (only if curriculum design is planned)
- **CVs of proposed Trainers** (only if Training of Trainer programs are planned)
- **Scholarship supporting documents** (only if scholarships are planned)

The Full Proposal must be submitted in SmartME before the submission deadline. The exact deadline is displayed in SmartME as a countdown in the section **My Applications**.

## Implementation Form and Budget Template

### Detailed Budget

(see green Sheets in Excel Files)

In the **Detailed Budget Sheets**, Applicants must provide detailed costs estimates and funding source for each planned activity/item. In the whole document, only yellow cells should be filled by Applicants. Grey cells are calculated automatically. Examples in yellow cells are included for guidance only and should be replaced or deleted. In case of missing data or errors, this will be indicated in red. Please make sure to fix any errors.

The **Detailed Budget Sheets** contain the following sections - see bottom of the document):

Summary	A Construction	B Equipment	C-D-E Other Activities	F Taxes & Duties	G Other Costs
---------	----------------	-------------	------------------------	------------------	---------------

In the **Summary sheet**, the grey calculations fields are protected to avoid unintended mistakes. In all other sheets, please be careful not to alter the formulas in the grey cells.

In **Sheets A – G**, please adapt the individual items as needed for your planned project. Items should be as specific as possible, like the examples provided. For each item, insert the **Unit, Quantity, and Price/Unit (columns C-E)**. By default, the corresponding **Total Cost (column F)** will automatically appear as **Counterpart Contribution (column H)**. If you want to cover this cost (or part of it) with the SIFA Grant instead, then enter the total amount (or part of it) under **SIFA Grant (column G)**. The Counterpart Contribution will automatically decrease accordingly.

**Note:** Applicants are encouraged to make use of the full maximum grant amount of EUR 3 Mio in their application.

In Sheet **F Taxes & Duties**, please make sure to include in the description the corresponding Budget Number (e.g. B.2.1) of the item to which the tax/duty belongs. Please refer to chapter **Duties and Taxes** for further information.

## How to

### Insert additional rows (ensuring calculations will function correctly):

1. In a row which contains yellow cells, click on the row number on the very left
2. Right-click on the row number
3. Select Insert (a new empty row will appear above the selected row)
4. In an old row, click on any cell in column G (Total Cost EUR), right-click and select copy
5. In the new row, click on the grey cell in column G (which is empty), right-click and select paste
6. Enter some data in the yellow cells to check the calculations are functioning correctly
7. When finished, please correct the numbering in column A (Budget line) manually

## How to

1. **Send the completed form:**  
Upload the Implementation Form and Budget Template in SmartME both in Excel and PDF format.
2. Use Adobe Acrobat Reader:  
Download Acrobat Reader here <https://get.adobe.com/reader>
3. Convert all sheets into a single PDF document:  
Click File > Save as > Browse and select a folder where you want to save the file > Save as type: PDF > Options... > Publish what: Entire workbook > OK > Save

## Implementation Form

(see blue Sheets in Excel Files)

In the Implementation Form, Applicants must provide information about the timeline of planned **activities** (Work Plan), and about the expected associated **outputs** (immediate/short-term results) and **outcomes** (mid-term results) of their proposed project. Detailed definitions and examples for these **key terms** are provided in the Glossary. If awarded a SIFA grant, the information provided in the Implementation Form will be used for monitoring and reporting on the project progress.

Introduction	A Construction	B Equipment	C-D-E Other Activities	Output & Outcomes
Work Plan				
Implementation Form				

### How to

#### Fill the Work Plan (sheets A - E):

1. Under each category of activities (*A Construction, B Equipment, C Training of Trainers, D Curriculum design, E Scholarships*) relevant to your project, define your outputs and enter these.
2. For each output, specify the activities necessary to achieve it. Use one row per activity. You may add or remove rows to the tables as necessary. The easiest way to do so is to copy and paste an existing row (by right-clicking on the row number). Include all activities regardless whether they are attributed to the SIFA grant or to the counterpart contribution.
3. In the preliminary time schedule on the right-hand side of each activity and output, specify when you plan to undertake and complete each activity and output. Type x into a cell to indicate an ongoing activity, and type c into a cell to indicate completion of the activity/final delivery of the output. The cells will be colored automatically. Consider month 1 as the start of project implementation. Examples for a time schedule have been included in the first section (A Construction - A.1) for guidance only and should be replaced / adapted to your project.

### How to

#### Fill Output & Outcomes

1. Define your expected project outcomes (the overall changes you wish to bring with your project) and enter these into the left part of the table. You should define minimum 1 and maximum 5 project outcomes. You find the definitions in the glossary. Examples have been included for guidance only and should be replaced / adapted to your project.
2. In the right-hand part of the table, link all outputs (which you defined in the Work Plan) to the outcome to which they are most related. Use the same numbering and description as in the *Work Plan* (e.g. Output A.1 or Output B.3). Each output should only be mentioned once, so if an output is related to more than one outcome, then link it to the outcome to which it is primarily related. You may add or remove rows to the table as necessary. Examples have been included for guidance only and should be replaced / adapted to your project.
3. Add indicators, baseline and target values to each outcome and output (please check the glossary for definitions of these terms). Indicators should be quantifiable to the extent possible, but qualitative indicators will also be deemed acceptable. Examples have been included for guidance only and should be replaced / adapted to your project.

## Infrastructure Measures Section in the Application Form

(only for proposals which include infrastructure measures)

In the *Infrastructure Measures Section*, Applicants must provide detailed information on the planned measure. The purpose of the form is to facilitate the evaluation of the feasibility and appropriateness of the proposed infrastructure. Infrastructure measures must allow for the installation of training equipment and the necessary space for implementation of the skills development programmes in a timely manner while respecting the quality required.

The erection of a building is a complex process that includes a number of time-intensive steps and involves various stakeholders in the SIFA programme. Thus, deadlines should be respected to avoid delays that could jeopardize the implementation of the entire programme. It is therefore important that the right approach is taken from the start.



Each project consists of **two distinct phases**, namely a **build-up phase** (adaptation/ renovation works, equipment supply and installation, initial training of instructors) and an **implementation phase** up to 30 months.

The form has been designed to provide complete information for a technical evaluation and selection of an intended infrastructure measure, and to provide the basis for the **Design Concept Note** necessary to launch a building design process. The provided information will be crucial for evaluation, thus Applicants should provide all the information requested.

## Declaration of Undertaking & Application Submission Form

The **Declaration of Undertaking** and the **Application Submission Form** must be completed as indicated in the documents, signed by the relevant party, and a digital version of the signed document (scan) must be uploaded in the corresponding section in SmartME.

## Questions & Answers

For questions regarding the Full Proposal (including the preparatory workshop), please use the **Helpdesk** on the **Contact** section of the SIFA website [www.skillsafrica.org](http://www.skillsafrica.org).

Please indicate that you are a shortlisted applicant and your question is about the Full Proposal. The answers to these questions will be sent out to all shortlisted applicants by email (using the email address provided in the Concept Note), and will subsequently also be published on the on the FAQ section of the website. The deadline for questions regarding the Full Proposals is two (2) weeks prior to the submission deadline.

In case of technical problems in the online application system **SmartME**, please consult the **SmartME Helpdesk** available in the **Support** section when logged into the system.

# Counterpart Contribution

**Evidence needs to be provided for all counterpart contributions during the course of project implementation. Information on status of the counterpart contribution needs to be included in all financial reports.**

With regard to the counterpart funding, the available options are:

- (i) **Co-financing of invoices**
- (ii) **Implementation of project-related (in-kind) measures that can be quantified in cash terms**
- (iii) **Payment of taxes (e.g. VAT, import duties and other public charges) on works, goods and services rendered to the project**
- (iv) **Recurrent costs, such as salaries for additional project-related staff, and utility charges (e.g. water, electricity, heating) for the duration of the project**

**For option (ii):** Implementation of project-related in-kind measures:

Applicants must submit evidence (e.g. inventory lists, lease agreements etc. covering the stated project-related in-kind items) for easy verification of the in-kind measures and costs. The in-kind measures that shall be accounted for as counterpart contribution must be quantified in cash terms and included in the cost and financing plan of the project.

**For option (iii): payment of taxes:**

Applicants must submit evidence of estimated cost of taxes to be paid. During implementation, verification of the payments must be included in the financial reporting.

**Conditions for Counterpart Contributions being accepted by AUDA-NEPAD:**

For claimed counterpart contributions to be accepted by AUDA-NEPAD and KfW, the costs claimed as counterpart contributions must be proven beyond reasonable doubt in terms of

- (i) being additional costs not already covered from other sources,
- (ii) having actually accrued and
- (iii) in financial terms having been paid and/or provided in kind not later than the end of the project.

If the required minimum counterpart contribution as stipulated is not reached at the end of the SIFA-funded project, the overpaid SIFA Contribution must be reimbursed (paid back) by the **Lead Partner**.



# Evaluation of Full Proposals

Full Proposals will be evaluated based on the Eligibility Criteria, the Assessment Criteria and the Infrastructure Measure.

## Eligibility Criteria

	Eligibility Criteria	Requirements to be fulfilled (yes/no)
1	<b>Eligible Entities</b>	Partners are eligible entity types as defined for the Funding Window
2	<b>Registration &amp; Accreditation</b>	Registration documents for Lead and Primary Partner, and accreditation documents for training providers
3	<b>Financial Capacity</b>	Audited or certified financial statements of the Lead for three years
4	<b>Human Capacity</b>	Numbers and qualifications of relevant staff of the Lead and Primary Partner
5	<b>Project Reference</b>	Reference of a project of similar financial scope to the one proposed
6	<b>Counterpart Contribution</b>	Commitment letter for the counterpart contribution, including breakdown of estimated value of proposed measures, with minimum value as defined for the Funding Window
7	<b>Eligible Activities</b>	Proposed activities are eligible as defined for the Funding Window
8	<b>Land/ Building Rights</b>	Land ownership or lease hold documentation for construction, if applicable
9	<b>Women and Youth</b>	Specific needs of women and youth addressed in project concept
10	<b>Private Sector Engagement</b>	Private sector engagement demonstrated in project activities

## Assessment Criteria

The selection of project proposals shall be guided by the following assessment criteria and corresponding maximum scores:

### Viability and readiness to implement (20 points maximum):

It is important that proposals, in particular if focused on construction or large procurements, are ready-to-be implemented projects, i.e. a prior concept development/technical planning exists (and is documented) e.g. detailed design, specifications, approvals, environmental studies and certificates etc. Furthermore, counterpart funding is substantiated and documented.

### Innovation (10 points maximum):

Proposals present innovativeness in terms of innovative training design and delivery or technology-enabled learning or digitalised skills programmes and financing partnerships.

### Sustainability (10 points maximum):

Proposals outline growth potential of the sector in the specific country, training needs, and a viable sustainable financing strategy. Risks and how they will be mitigated as well as measures and strategies to sustain the investment/initiative are explained.

### Regional impact and replicability (10 points maximum):

Proposals demonstrate possibility for becoming a regional show case/best practice provider of employable skills development, such as importance for regional development goals, offering access to skills training for students from the region or drawing on regional expertise and potential for becoming a regional centre of excellence.

### Involvement of the private sector (10 points maximum):

Proposed project must involve the private sector from the start and show evidence of involvement of private sector in design of training, institutionalisation of the involvement in design and delivery of training and further institutionalisation in the form of internships and job fairs supported by relevant MOUs.

**Access for/impact on women, youth, and vulnerable groups including refugees, migrants and internally displaced persons, the disadvantaged and disabled (20 points maximum):**

Proposals must include specific measures to address the specific needs or employment opportunities for women, youth and vulnerable groups, such as widows, migrants and internally displaced persons (e.g. female and youth enrolment, advocacy strategies and retention and job placements).

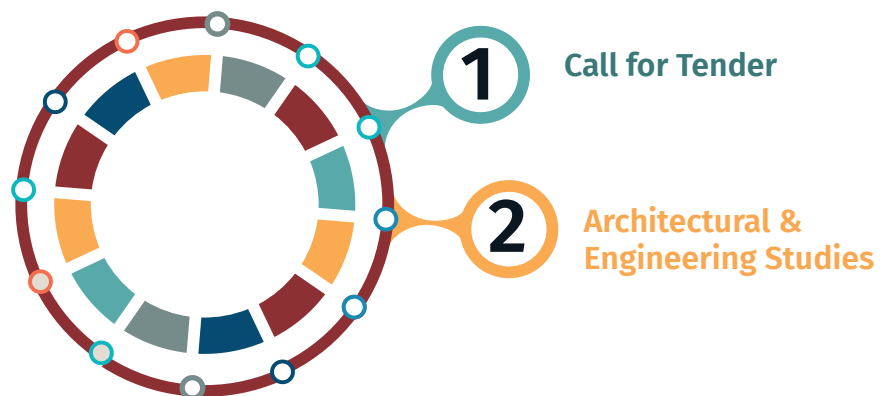
**Overall quality and relevance of the proposal (20 points maximum):**

In addition, the project will be assessed based on the overall quality of the proposal as demonstrated by the coherence and completeness of the documentation provided, and relevance in terms of the expected impact on employability and contribution to the national human resource development agenda.

The total maximum score is 100 points. All eligible Full Proposals will be ranked according to this scoring scheme.

## General References for Infrastructure Measures

### Design Phase

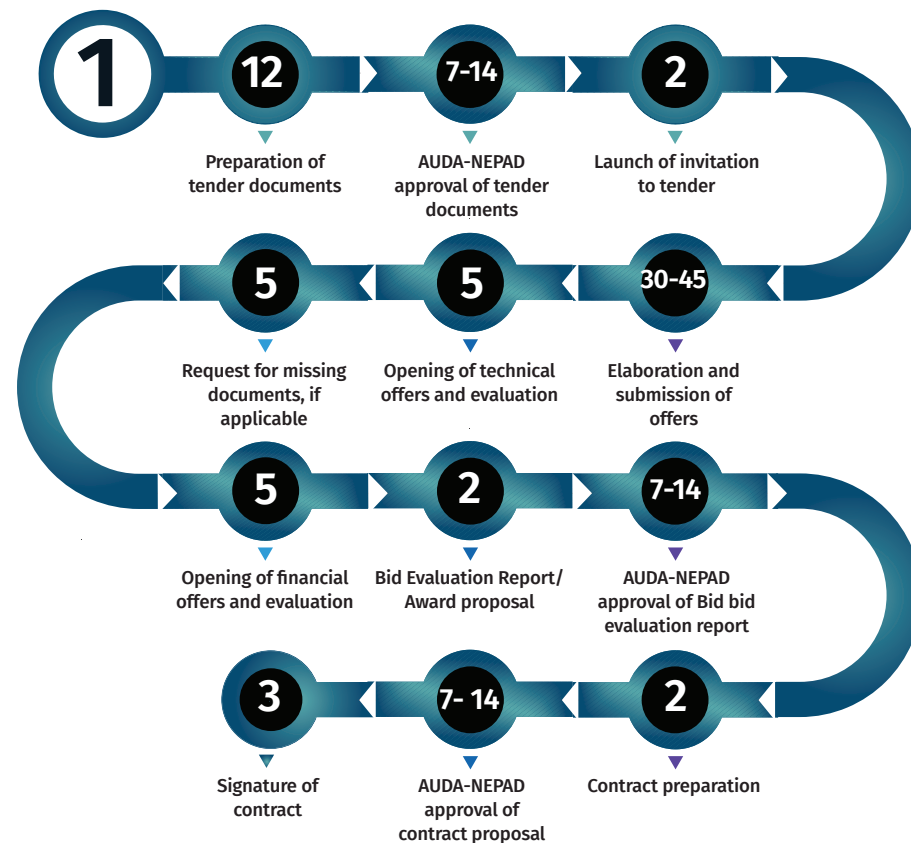


### Design Phase

#### Timeline: Call for Tender



In Days  
Total 87 - 123  
estimated



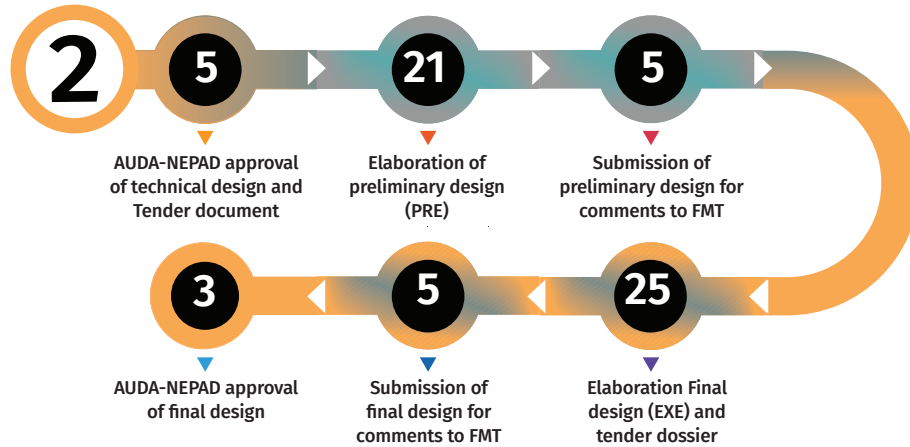
## Design Phase

### Timeline: Architectural & Engineering Studies

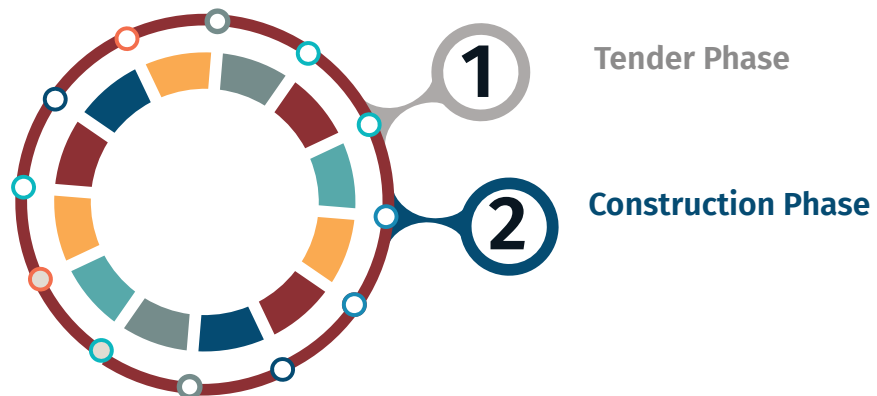
Preparation of Tender Documents



In Days  
Total 64



## Construction Phase

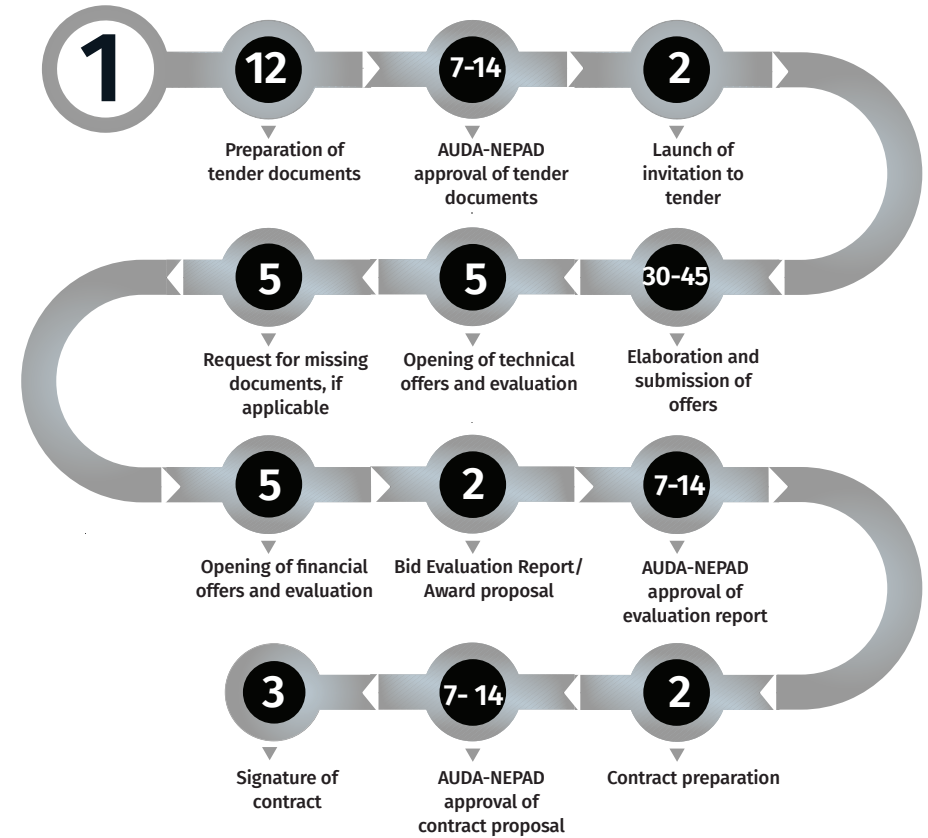


## Construction Phase

### Timeline: Tender Phase



In Days  
Total 77 - 113  
estimated

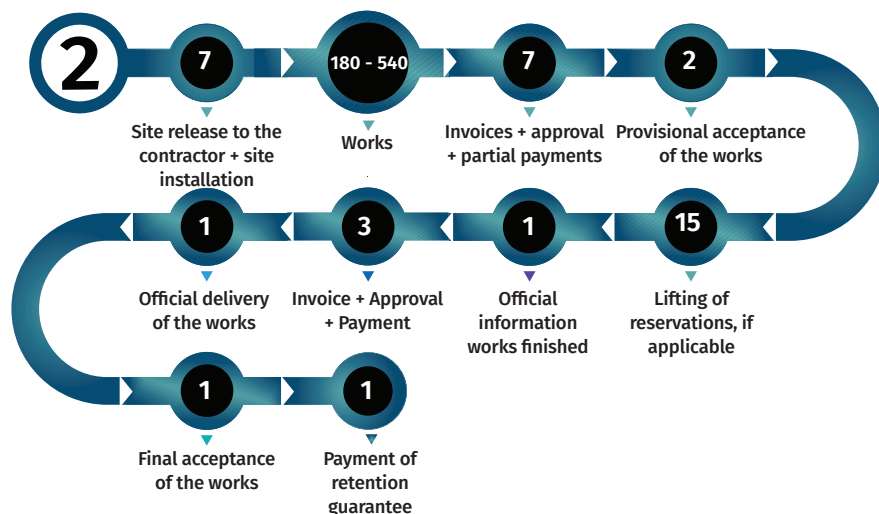


## Construction Phase

### Timeline: Construction Phase



In Days  
Total 218 - 578



## Due Diligence

**Due Diligence** is a desk and field assessment against specific criteria defined to ensure the relevance and sustainability of the project proposals as well as their contribution to the attainment of the overall objectives of the SIFA Financing Facility.

After evaluation and ranking of the Full Proposals but before the approval of the ranking by the SIFA Investment Committee, the Fund Management Team will carry out **Due Diligence** on the projects to verify all information submitted in the application, including the organisational and financial capacity and the technical validity of the proposal. **The Due Diligence will include on-site visits.**

The **Due Diligence** will also include an assessment of the procurement capacity of the applicant in terms of undertaking major procurements. The due diligence will also define the disbursement procedures and includes an environmental and social impact assessment.

The award of a grant and preparation of the project-specific **Implementation Agreement** with the Grantee is subject to approval of the **Due Diligence Report** by AUDA-NEPAD and No-objection by KfW.

# Grant Award - Implementation Agreement

## Structure of the Implementation Agreement

The Implementation Agreement consists of the Supplement to the General Terms and Conditions (SGTC), the General Terms and Conditions (GTC) and the annexes. Both, SGTC and GTC are non-negotiable and only the following information will be inserted in these parts of the Implementation Agreement:

- Name of the project
- Expiring date of contract
- Total value of SIFA contribution (in EUR)
- Election of domicile of the Lead Partner
- Name and position of the signatory

The annexes will be adjusted to each project and contain the following additionally required information and conditions:

- Project description
- Project budget
- Work plan
- Disbursement and payment
- Procurement
- Reporting
- Declaration of Undertaking
- Special conditions precedent to certain activities/milestones

The 3 parts of the implementation agreement prevail in the following order:

- Annexes (complement/override SGTC and GTC)
- SGTC (where SGTC differs from GTC, SGTC complements and overrides GTC)
- GTC

# Disbursement and Procurement

By signing the Implementation Agreement, successful Applicants agree to apply the defined disbursement and procurement procedures during project implementation. This chapter provides an overview of the procedures.

## Disbursement procedure

### ① Reimbursement Procedure through AUDA-NEPAD

The reimbursement procedure applies to all procurement methods, and this is applicable to works, goods and services. Under the reimbursement procedure, the Lead Partner will pre-finance the respective goods, services or works, and will receive payment through reimbursement on completion (or partial completion if approved by AUDA-NEPAD) of the respective goods, services or works.

**Based on Lead Partner's performance and complete documentation, verified by FMT, AUDA-NEPAD approves and issues payments to the Lead Partner.**

### ② Disbursement Procedure through AUDA-NEPAD (Direct and Letter of Credit (L/C))

Under the direct disbursement procedure AUDA-NEPAD disburses funds directly to the companies (contractors, or "suppliers") whose goods, works and services are to be financed by SIFA.

Payments may be arranged as advance, intermediate, and final instalments. If applicable, letter of credit (L/C) processes are included. The L/C shall be established/opened before any advance payment is made.

**Based on Lead Partner's performance and complete documentation, verified by FMT, AUDA-NEPAD approves and issues payments to the Lead Partner's Supplier(s).**

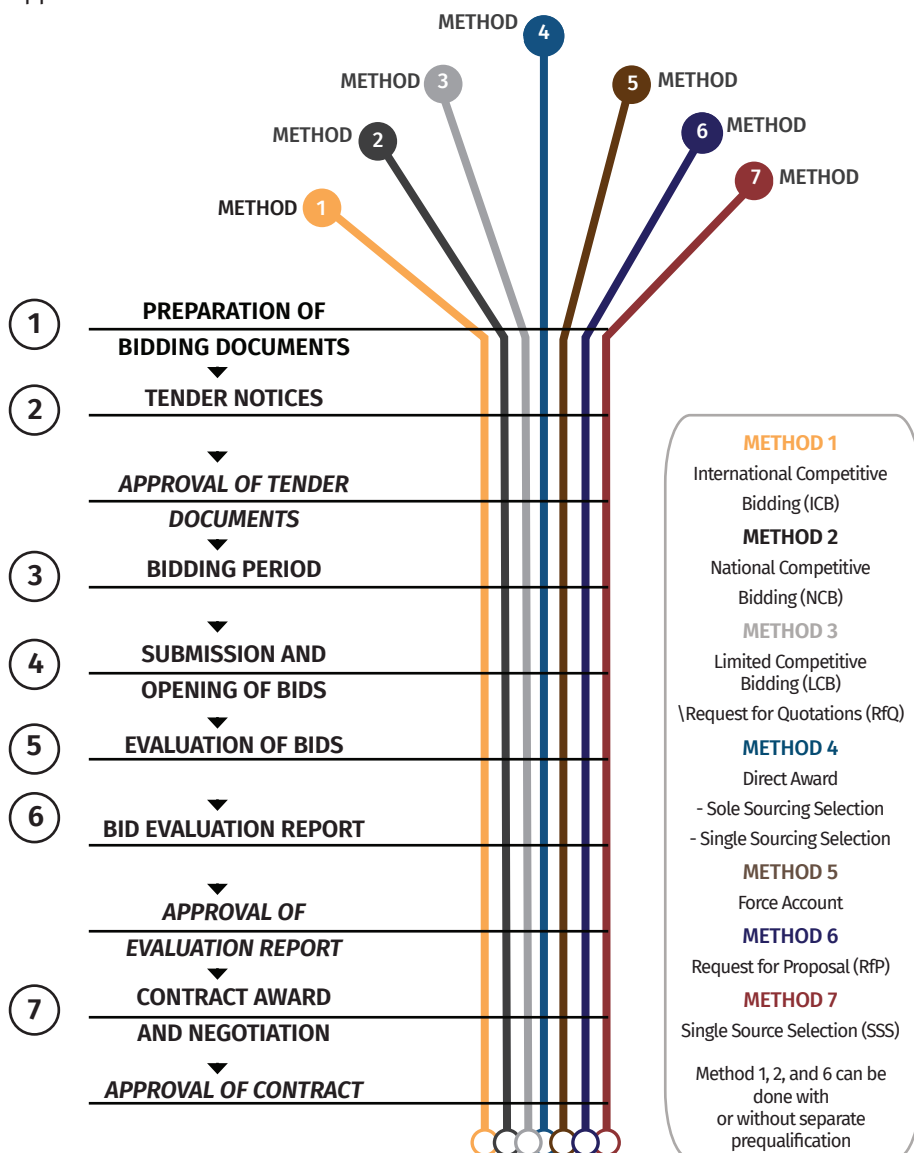
## Procurement procedure

The procurement method will be determined by

- (i) the capacity and procurement experience of the applicant,
- (ii) the discussions during the Due Diligence exercise and
- (iii) the value of the estimated consulting contract value.

## Procurement Methods

The infographic summarizes the common steps of possible procurement methods. However, it is up to AUDA-NEPAD and the FMT to define these processes during the Due Diligence Exercise. Not all procurement methods are applicable for each applicant.



## Import Duties and Taxes

**Taxes, including VAT, levies, duties, are in principle not eligible for SIFA funding but can be considered counterpart contribution.**

However, import duties and/or VAT/sales taxes may be considered eligible as SIFA contribution subject that the maximum SIFA contribution of the project is not exceeded. The decision whether or not to fund duties and/or taxes will be made during the Due Diligence exercise prior to contract preparation.

The Lead Partner shall provide AUDA-NEPAD either a tax exemption certificate issued by an authorized local authority from the country where the project is implemented or a confirmation that all duties and taxes will be covered by the project as counterpart contribution or a request for SIFA to cover that cost subject to the below described proof.

**Proof of such non-deductibility/recoverability must be provided by the Lead Partner for all:**

- a) VAT to be paid by the Lead Partner/other partners on SIFA funded equipment, works or services;
- b) Duties for SIFA funded equipment to be paid by the Lead Partner/other partners.

For this purpose, taxes (limited to VAT or sales tax) and import duties according to **a)** and **b)** above must be stated separately in the purchase contracts and invoices for local purchases or claims sent to SIFA for imports. All other taxes and levies whether or not shown separately in the invoices are assumed for the purpose of the **Implementation Agreement** to be included in the prices for goods, works and/or services and cannot be separately reimbursed with SIFA funding.

**As a proof of an exemption of import duties and/or taxes according to a) and b) above not being granted, AUDA-NEPAD will require and accept the following documentation from the Lead Partner:**

- a) A formal application for the exemption from the payment of import duties and VAT or sales tax, submitted to the relevant authorities, with received stamp from that authority, and
- b) In reply to the aforementioned formal application, a specific declaration/reply from the relevant authorities stating that the Lead Partner/other partners are not entitled to be import duty and/or VAT/sales tax exempt or to reclaim taxes incurred for the activities in question, or



c) In the absence of a reply from the relevant authorities after 2 months from the date of application it will be accepted. However, should an exemption or a refund materialise at any time thereafter resulting in a repayment of duties and/or VAT/sales tax already paid with SIFA funds, those funds returned by the tax authorities must immediately be reimbursed to AUDA-NEPAD.

If import duties and/or taxes are financed by SIFA, a stamp/note must be placed on the original invoice clearly stating that the import duties and or VAT/sales tax have been financed with donor funds.

All above statements made and documents provided by the Lead Partner, in case taxes and/or import duties were funded by SIFA, will be subject to audits; audit results may result in requests for reimbursement.

All the above must be clarified before completion and signing of the Contract and in the case of being included in the Implementation Agreement, will be verified before any payments of duties and taxes from the SIFA Contribution are made.

## Glossary

Term	Definition / Explanation
<b>Activities</b>	The actions taken in the context of a specific project, designed to meet the project's objectives  <b>Example:</b> Constructing a building; purchasing equipment; training teachers
<b>Applicant</b>	Group of partners (consortium) applying for funding
<b>Baseline</b>	The value of the indicator before the start of the project activities.  <b>Example:</b> 0 (number of training machines); 0 % (percentage of female students)
<b>Collusive Practice / Collusion</b>	Arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party
<b>Concept Note</b>	Brief project proposal (first stage of the application process)
<b>Conflict of interest</b>	A situation in which a person or entity is in a position to derive personal benefit from actions or decisions made in their official capacity
<b>Consortium</b>	Group of partners jointly applying for funding (consisting of Lead Partner, Primary Partner and optionally a Secondary Partner)
<b>Consulting services</b>	Services of an advisory/professional nature to a paying client
<b>Corrupt Practice / Corruption</b>	The offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence improperly the action(s) of an official in a selection process or in the execution of a contract
<b>Counterpart Contribution</b>	Applicant's own funds (cash or in-kind) contributing to grant project
<b>Direct Award</b>	Procurement method for Goods, Works and Consulting Services, whereby only one pre-selected firm or individual is invited, i.e. a contract is awarded to a contractor without a competition
<b>Disposition Fund</b>	Special account for holding SIFA Financing Facility funds

<b>Disposition Fund Procedure</b>	Disbursement procedure whereby payment will be made by the SIFA Fund Management Team after due approval by AUDA-NEPAD (and where required by KfW)
<b>Domestic entity</b>	Nationally registered entity
<b>Due Diligence</b>	On-site verification exercise to confirm the information submitted by applicants
<b>Eligibility Criteria</b>	Defined minimum requirements to be fulfilled by an applicant/application to be considered for funding
<b>Eligible costs</b>	Expenses which can be financed through a SIFA Grant
<b>Entity</b>	Institution, company, or organization that has legal rights and obligations
<b>Force Account</b>	Procurement method that allows the grantee to purchase its own equipment or to construct the building with own resources
<b>Force Majeure</b>	Any circumstances or events beyond the reasonable control of a Party which makes the performance of its obligations under a contract impossible or impractical
<b>Fraudulent Practice / Fraud</b>	Misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of the Procuring Entity, including collusive practices among Bidders (prior to or after bid submission) designed to establish bid prices at artificial, non-competitive levels and to deprive the Procuring Entity of the benefits of free and open competition
<b>Full Proposal</b>	Detailed project proposal (second stage of application process)
<b>Fund Management Team (FMT)</b>	Consultant in charge of managing the SIFA Financing Facility's day-to-day's business
<b>Funding Window</b>	Funding category with a specific goal and conditions
<b>Goods and related Services</b>	<p>Goods: Raw material, machinery, equipment, vehicles, etc.;</p> <p>Related services: services directly linked to the supply of goods, such as transportation, insurance, installation, commissioning, training, and initial maintenance e.g. during the warranty period</p>

<b>Grantee</b>	Successful applicant who has signed an implementation agreement with AUDA-NEPAD
<b>Indicator</b>	<p>Means or unit of measurement, which can be used to verify if an output or outcome has been achieved. For easy measurement, output and outcome indicators are often quantifiable, i.e. they can be measured by counting or taking pictures</p> <p><b>Example:</b> Number of buildings constructed or teachers trained; percentage of female participants in a training course; satisfaction rate of students that participated in a specific training course</p>
<b>Impact</b>	<p>Higher level goals to which you hope your project will contribute, or long-term changes as a result of a project. This is usually not measurable during the project life time, but only much later. It can be difficult to determine to what extent a specific project actually contributed to a change, as many other factors can also influence</p> <p><b>Example:</b> Increased employment rate among young people; improved access to education for women</p>
<b>Implementation Agreement</b>	Grant contract signed between AUDA-NEPAD and the Lead Partner
<b>Implementation Partner</b>	Member of a group of partners under a grant contract
<b>International Competitive Bidding (ICB)</b>	Procurement method for large procurements, in particular for goods, addressing the maximum number of potential applicants/bidders
<b>International entity</b>	Entity which is registered abroad
<b>Investment Committee</b>	Independent committee responsible for the final award of grants under SIFA
<b>Lead Partner</b>	Main entity heading the group of partners (Applicant/Grantee consortium)
<b>Least Cost Based Selection (LCS)</b>	Procurement selection method for simple consultancies, based on price
<b>Legally Autonomous TVET Institution</b>	Training institution/organization operating under its own act
<b>Master Bidding Documents (MBD)</b>	Standard templates for specific procurement methods

<b>National Competitive Bidding (NCB)</b>	Procurement method using the national regulations of the beneficiary's country, in particular for Works, which will not be large enough to attract foreign contractors; however, foreign bidders are not excluded from participating
<b>No-cost extension</b>	Procurement method using the national regulations of the beneficiary's country, in particular for Works, which will not be large enough to attract foreign contractors; however, foreign bidders are not excluded from participating
<b>Non-eligible costs</b>	Expenses which cannot be financed through a SIFA Grant
<b>No-objection</b>	Approval
<b>Outcomes</b>	<p>Mid-term changes associated with the project. The can also be described as the overall change you wish to bring with the described project activities. Outcomes are not seen immediately after the end of a specific project activity, but only some time later</p> <p><b>Example:</b> The training capacity of a specific institution is improved (as a result of additional training facilities and better qualified teachers available due to the project activities)</p> <p>Access for female students to training in a specific technical field is improved; More students find suitable employment after completing a specific training course</p>
<b>Outputs</b>	<p>The direct products of project activities (tangible or intangible). Outputs can be achieved relatively quickly (short-term) and can typically be measured right after completion of the activities</p> <p><b>Example:</b> Rehabilitation of a specific building; teachers trained in a specified technical area; procurement of specific goods</p>
<b>Price Quotation (PQ)</b>	Procurement method whereby only pre-selected (at least three) firms are invited
<b>Primary Partner</b>	Mandatory associated entity in the group of partners (Applicant/Grantee consortium)

<b>Project Preparation Window</b>	Special funding category for the preparation of shortlisted projects which require additional technical planning or other preparatory input to meet the full set of selection criteria at Full Proposal stage
<b>Quality and Cost Based Selection (QCBS) method</b>	Procurement selection method for technical consultancies, based on quality and price
<b>Request for proposals</b>	Procurement method for selection of consulting firms
<b>Secondary Partner</b>	Optional associated entity in the group of partners (Applicant/Grantee consortium)
<b>Selection Criteria</b>	Defined criteria used to assess and rank concept notes and full proposals to identify winning Applicants
<b>Separate Agreement</b>	Agreement between KfW and AUDA-NEPAD
<b>Direct Disbursement Procedure</b>	Disbursement procedure whereby payment will be made by AUDA-NEPAD to the contractor, service provider or supplier, based on a withdrawal application prepared by the SIFA Fund Management Team
<b>Single Source Selection / Single Sourcing</b>	see Direct Award
<b>Target</b>	<p>The value of the indicator which the project aims to achieve by the time of completion. The difference between baseline and target value can be considered to measure the change achieved by the project</p> <p><b>Example:</b> 5 (number of training machines); 30 % (percentage of female students)</p>
<b>Works</b>	Construction, repair, rehabilitation, deconstruction, adaptation, restoration and maintenance of civil works structures as well as related services, such as transportation, installation, commissioning and training

## Disclaimer

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