**Guidelines**

**Funding application**

****

**Introduction**

The guidelines for applying for project funding serve as a guide to ensure that all necessary information is available for the assessment of the funding request.

The document is divided into eight chapters:

1. [General information](#Allgemeine_Angaben)

2. [Description of the legal holder](#Description_of_the_legal_holder)

3. [Child protection in the organisation and in the project](#Child_Protection_In_The_Organisation)

4. [Project context](#Project_Context)

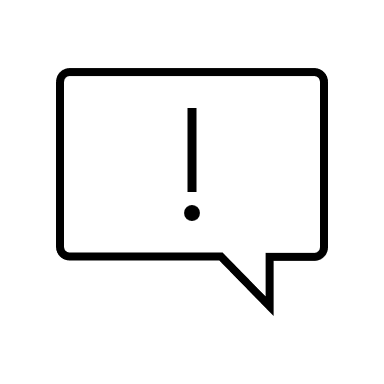
5. [Project description and strategies](#Project_Description)

6. [Cost and financing plan](#Cost_And_Financing_Plan)

7. [Impact logic and indicators](#Impact_Logic_And_Indicators)

8. [Attachments](#Attachments)

If you have any queries or comments, please do not hesitate to contact the responsible desk officer for your country with KMW.



**In order to fill it out, please download the document. This tool is fully functional with Microsoft 365 (Microsoft, Mac, Web) and LibreOffice.**

**1.** **General information**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **1.1 Project data** | | | | | | |
| **Project title**  *The title is initially a suggestion from your side and may be changed as the application is processed. We recommend a title that refers to the project’s objective*. | | | Click or tap here to enter text. | | | |
| **Planned project start (date)** *The precise start of the project is determined jointly with KMW during the application and approval process.* | | Click or tap here to enter text. | **Planned end of project (date)** *The date of the planned end of the project (according to the current status)* | | | Click or tap here to enter text. |
| **Project location / region** *The location/region in which the project is carried out* | | Click or tap here to enter text. | | | **Diocese**  (<https://catholic-hierarchy.org/>) | Click or tap here to enter text. |
| **Federal state** *Please fill in only if the project is located in Brazil or India!* | | | | | Click or tap here to enter text. | |
| **1.2 Legal holder**  *The legal holder must be a legal entity (e.g. dioceses, religious orders, non-governmental organisation) organised under the law of the respective country.* | | | | | | |
| **Name of legal holder**  *Name of the organisation responsible to KMW according to the certificate of incorporation or extract from the register.* | Click or tap here to enter text. | | | | **Short form of the organisation name (if available)**  *Common name* | Click or tap here to enter text. |
| **E-mail**  *E-mail address of the organisation* | Click or tap here to enter text. | | | | | |
| **Address**  *Physical address of the organisation* | Click or tap here to enter text. | | | | | |
| **Postal address**  *Postal address, P.O. Box if applicable* | Click or tap here to enter text. | | | | | |
| **Telephone**  *Please enter the landline number of the legal representative here* | Click or tap here to enter text. | | | | **Mobile** *Please enter the mobile phone number of the legal entity here* | Click or tap here to enter text. |
| **Website**  *The address of your organisation's website can be entered here* | Click or tap here to enter text. | | | | | |
| **Legal form**  *Full name of the legal* *form - please enclose a copy of the statutes as an attachment, not necessary for dioceses* | Click or tap here to enter text. | | | | **Founding year**  *Please enclose a copy of the* *current statute of association or certificate of incorporation.* | Click or tap here to enter text. |
| **Register number (if applicable)**  *See extract from the register* | Click or tap here to enter text. | | | | **Registered office of the legal holder**  *For ecclesiastical organisations: seat of the diocese, congregation or religious order* | Click or tap here to enter text. |
| **Certification number according to registration certificate, if applicable** *Only necessary in countries such as Nepal, Pakistan and India* | Click or tap here to enter text. | | | | **Validity date of the certification in the country, if applicable**  *See registration certificate for foreign payment transactions; please use the number format DD.MM.YYYY* | Click or tap here to enter text. |
| **1.3 Legal representative**  *Authorised signatory of the legal holder - i.e. the person who legally represents the legal holder of the project externally. In the case of a diocese, this is the bishop; in the case of a religious order or congregation, the provincial superior; and in the case of an NGO, the person who is registered as the president/chairman of the NGO before the state authorities in the current official period.*  *Please enclose official proof (e.g. notarised power of attorney or current extract from the register).* | | | | | | |
| **Name**  *Enter the full name of the authorized legal representative as officially registered.* | Click or tap here to enter text. | | | **Position and function in the organisation**  *The position and function of the legal representative in the organisation* | | Click or tap here to enter text. |
| **E-mail**  *E-mail address of the organisation* | Click or tap here to enter text. | | | | | |
| **Address**  *Physical address of the organisation* | Click or tap here to enter text. | | | | | |
| **Postal address**  *Postal address, P.O. Box if applicable* | Click or tap here to enter text. | | | | | |
| **Telephone**  *Please enter the landline number of the legal representative here* | Click or tap here to enter text. | | | **Mobil**  *Please enter the mobile phone number of the legal representative here* | | Click or tap here to enter text. |
| **1.4 Project coordinator**  *The person who plays a leading/coordinating role in the implementation of the project.* | | | | | | |
| **Name**  *Enter the full name of the person responsible for coordinating and overseeing the project's implementation.* | Click or tap here to enter text. | | | **Position and function in the organisation**  *The position and function of the project coordinator in the organisation* | | Click or tap here to enter text. |
| **E-mail**  *E-mail address of the project coordinator* | Click or tap here to enter text. | | | | | |
| **Address**  *Physical address of the project coordinator* | Click or tap here to enter text. | | | | | |
| **Postal address**  *Postal address, P.O. Box if applicable* | Click or tap here to enter text. | | | | | |
| **Telephone**  *Please enter the landline* *number of the project coordinator here* | Click or tap here to enter text. | | | **Mobile**  *Please enter the* *mobile* *phone number of the project coordinator here* | | Click or tap here to enter text. |
| **1.5 Applicant**  *The person responsible for formulating the project proposal.* | | | | | | |
| **Name**  *Full name of the individual who prepared and submitted the project application*. | Click or tap here to enter text. | | | **Position and function in the organisation**  *The applicant's position and function in the organisation* | | Click or tap here to enter text. |
| **E-Mail**  *E-mail address of the applicant* | Click or tap here to enter text. | | | | | |
| **Address**  *Physical address of the applicant* | Click or tap here to enter text. | | | | | |
| **Postal address**  *Postal address, P.O. Box if applicable* | Click or tap here to enter text. | | | | | |
| **Telephone**  *Please enter the landline number of the applicant here* | Click or tap here to enter text. | | | **Mobile**  *Please enter the mobile phone number of the applicant here* | | Click or tap here to enter text. |

**2.** **Description of the legal holder**

*Please fill out only the applicable part (either ecclesiastical or non-church organisations / NGOs).*

**Description of the legal holder - ecclesiastical organisations (approx. 1 page)**

|  |
| --- |
| **2.1 Description of the legal holder** |
| **2.1.1 Working Areas of the organisation (legal holder)**  *In which areas does the organisation (legal holder) focus its work (geographical region, main Working Areas, primary target group)?*  Click or tap here to enter text.  **2.1.2 Networks and co-operations in which the legal holder is active**  *With which national and international organisations has the legal holder carried out projects in the last 3 years? With which networks is the legal holder in regular dialogue or a formal member?*  Click or tap here to enter text. |
| **2.2 Information about the organisational structure** |
| **2.2.1 Number of employees or members belonging to the legal holder**  *Number of priests, religious, permanent staff and lay employees.*  Click or tap here to enter text.  **2.2.2 Assets of the legal holder related to the project**  *Which and how many properties, vehicles or other assets of over 500 Euro value are used for the project? Are they accounted for and inventoried?*  Click or tap here to enter text.  **2.2.3 External sources of funding available to the legal holder**  *List of projects, funding period, donors and funding volume of the last 3 years*  Click or tap here to enter text.  **2.2.4 Total annual budget of the legal holder in the previous year**  *Enter the amount without decimal places in the corresponding local currency, e.g. XXX.XXX IDR*  Click or tap here to enter text.  **2.2.5 Total annual budget of the legal holder in the current year**  *Enter the amount without decimal places in the corresponding local currency, e.g. XXX.XXX IDR*  Click or tap here to enter text. |

**Description of the legal holder - non-church organisations / NGOs - (approx. 1 page)**

|  |
| --- |
| **2.1 Description of the legal holder** |
| **2.1.1 Statutory purpose of the legal entity (vision and mission)**  *Please describe in a few words the mission and vision as well as the statutory purposes of the organization.*  Click or tap here to enter text.  **2.1.2 Working Areas of the legal holder**  *This question refers to the organisation in general and not only to the project applied for (geographical region, focus of work, primary target group).*  Click or tap here to enter text.    **2.1.3 Networks and co-operations in which the legal holder is active**  *With which national and international organisations has the legal holder carried out projects in the last 3 years? With which networks is the legal holder in regular dialogue or a formal member?*  Click or tap here to enter text. |
| **2.2 Information about the organisational structure** |
| **2.2.1 Number of employees or members belonging to the legal holder**  *This question relates to the entire organisation, regardless of the project applied for. Salary level: What is your organisation guided by when setting salaries? Does it pay the standard local salaries? If not, what are the reasons?*  Click or tap here to enter text.  **2.2.2 Assets of the legal holder related to the project**  *Which and how many properties, vehicles or other assets worth more than 500 euros value are used for the project? Are these recognised and inventoried?*  Click or tap here to enter text.  **2.2.3 External sources of funding available to the legal holder**  *List of projects, funding duration, donors and funding volume of the last 3 years*  Click or tap here to enter text.  **2.2.4 Total annual budget of the legal holder in the previous year**  *Enter the amount without decimal places in the corresponding local currency, e.g. XXX.XXX IDR*  Click or tap here to enter text.  **2.2.5 Total annual budget of the legal holder in the current year**  *Enter the amount without decimal places in the corresponding local currency, e.g. XXX.XXX IDR*  Click or tap here to enter text.  **2.2.6 Existing links with the Catholic Church**  *Joint projects or other cooperation / Formal agreements laid down in the statutes/ MoU (Memorandum of Understanding) or other agreement with the Catholic Church / Shared values with the Catholic Church / Reasons for cooperation with the Catholic Church?*  Click or tap here to enter text. |

**3.** **Child protection in the organisation and in the project (approx. 1 page)**

|  |
| --- |
| **3.1 Child protection in the project** |
| **3.1.1 Ensuring child protection**  *Please send the child protection policy or safeguarding policy valid for the project and confirm in writing that the employees (including volunteers and honorary staff) have signed the Code of Conduct of the policy. The existence of a policy and the assurance are conditions for funding through KMW.*  Click or tap here to enter text.  **3.1.2 Participation of employees and others in the creation of the child protection policy**  *Who was involved in the development of the child protection policy? How was this done? Were children and/or parents involved?*  Click or tap here to enter text.  **3.1.3 Risks within the project**  *Has a risk analysis been carried out in the project with regard to child protection/safeguarding? What risks for minors have to be considered in the project?*  Click or tap here to enter text.  **3.1.4 Information provided to children/parents**  *How is it ensured that the children/parents are aware of the child protection measures in the centre and in the project?*  Click or tap here to enter text. |
| **3.2 Protection of other vulnerable groups** |
| **3.2.1 Ensuring the protection of other vulnerable groups**  *How are the needs of particularly vulnerable people (e.g. people with disabilities, ethnic minorities, etc.) taken into account?*  Click or tap here to enter text.  **3.2.2 Risks within the project**  *What are the risks of individual groups belonging to the target group being excluded from the project?*  Click or tap here to enter text.  **3.2.3 Measures within the project**  *What measures are being taken to open up the project to other vulnerable groups (e.g. structural measures such as ramps, disabled toilets, special educational measures, gender-appropriate toilets....)?*  Click or tap here to enter text.  **3.2.4 Information provided to the groups concerned**  *How is it ensured that the affected groups are aware of these measures in the organisation(s)?*  Click or tap here to enter text. |

**4.** **Project context (approx. 6 pages)**

|  |
| --- |
| **4.1 Project rationale - Relevance** |
| **4.1.1 Situation and context analysis** |
| **4.1.1.1 Relevant characteristics (geographical, political, social, etc.) in the project area**  *The latest facts relating specifically to the project area; citation of sources including year reference as footnote.*  Click or tap here to enter text.  **4.1.1.2 Living conditions of the population living in the project area, especially children and young people**  *The latest facts relating specifically to the project area; citation of sources including year reference as footnote.*  Click or tap here to enter text.  **4.1.1.3 Recognised problem/main problem**  *What is the main problem, the deficient condition that has a negative impact on children and/or young people that needs to be eliminated or responded to? To what extend is the focus on that issue part of your organisation’s mission/mandate?*  Click or tap here to enter text.  **4.1.1.4 Causes of the problem**  *Core issues - What are the underlying causes of the recognised problem? Please record all causes in the context that are causing the problem and involve as many people as possible in the analysis in a participatory manner, gather information from scientific literature, evaluation reports, etc.*  Click or tap here to enter text.  **4.1.1.5 Potential for change**  *Which causes can be influenced - through which measures; which measures are realistically feasible for which actors (mandate, capacities, expertise, access, etc.)?*  Click or tap here to enter text. |
| **4.1.2 Previous projects** |
| **4.1.2.1 Previous projects, experience with similar projects with the KMW and other donors**  *Duration: MM/YY - MM/YY, Title, Budget, Financial investments*  Click or tap here to enter text.  **4.1.2.2 Achieved targeted effects (outcomes)**  *Outcome indicators of the previous project with definition of the respective indicator as well as value achieved and date of the value: DD/MM/YY*  Click or tap here to enter text.  **4.1.2.3 Other positive and negative impact**  *What positive and negative impact has/have the previous project(s) had?*  Click or tap here to enter text.  **4.1.2.4 Conclusions**  *Conclusions from the implementation of the project and any evaluation carried out. How have the findings of the previous project been incorporated into the planning of the new project?*  Click or tap here to enter text. |
| **4.2 Stakeholders**  *Who has an interest in the project, a direct or indirect benefit and who can possibly influence the project (positively/negatively)?* |
| **4.2.1 Target group** |
| **4.2.1.1 Description of the target group/s**  *Considering age, gender, ethnicity, vulnerability or disadvantage. Target groups can also be groups of people who could act as mediators and/or who can influence the lives of disadvantaged children and young people through their work (e.g. parents, teachers, educators or local decision-makers, …)*  Click or tap here to enter text.  **4.2.1.2 Selection criteria for the target groups**  *For what reasons and according to what criteria were these groups/persons selected?*  Click or tap here to enter text.  **4.2.1.3 Number of directly benefiting children/adults**  *How many children/young people, families, groups... are reached directly (e.g. pupils via their teachers) by the project? (table if applicable)*  Click or tap here to enter text.  **4.2.1.4 Number of indirectly benefiting children/adults**  *How many children/young people, families, groups ... are reached indirectly (e.g. pupils via their teachers) by the project? (table if applicable)*  Click or tap here to enter text.  **4.2.1.5 Previous co-operation**  *Is the applicant organisation already working with the target groups? How and in which context?*  Click or tap here to enter text. |
| **4.2.2 Participation of the target groups** |
| **4.2.2.1 Involvement of the target groups, especially children and young people, in project planning**  Click or tap here to enter text.  **4.2.2.2 Involvement of the target group in project implementation**  Click or tap here to enter text.  **4.2.2.3 Involvement of the target groups, especially children and young people, in the assessment of the project**  *When and how are the target groups, especially children and young people, involved in the internal assessment or an external evaluation? Which methods tailored to children are used?*  Click or tap here to enter text. |
| **4.2.3 Other relevant organisations and parties** |
| **4.2.3.1 Organisations and parties (stakeholders) in the project region relevant to the project**  *If useful as a table: Relevant national/international organisations, NGOs, government bodies/institutions, companies, local authorities, etc.*  Click or tap here to enter text.  **4.2.3.2 Possible interest and influence of these organisations/parties (stakeholders) on the project**  *What positive/negative interest do organisations or other parties (Stakeholder) in the project region have on the project and its objectives? What positive or negative influence can that have on the project and its outcomes?*  Click or tap here to enter text.  **4.2.3.3 Overlaps, cooperations or synergies**  *What cooperations and exchanges with other actors in the spatial, socio-economic or thematic environment of the project are planned? How will you avoid possible overlaps to achieve the greatest benefit for the project?*  Click or tap here to enter text.  **4.2.3.4 Supra-regional/international organisations/institutions/groups/parties outside the project region with significance for the project**  *E.g. state bodies, universities, international organisations, consultants, support groups. Please describe and evaluate the respective influence on the project.*  Click or tap here to enter text. |

**5.** **Project description and strategies (approx. 8 pages)**

|  |
| --- |
| **5.1 Theory of Change**  *Overall view of the assumed mechanisms of action****.*** |
| The Theory of Change (ToC) is the description of the impact mechanism that is relevant to respond to the identified main problem. Relating to the project, it describes how and why the project works.  Further information on ToC can be found in the glossary and in the KMW's more detailed explanatory texts on effects.  *(PDF, pictures, photos etc. can be sent as own files)* |
| Click or tap here to enter text. |
| **5.2 Project description** |
| **5.2.1 Overarching objective/project goal/impact**  *Overarching and rather longer-term positive change (Impact) to which the project contributes - please describe in one sentence ("The project contributes to ....")*  Click or tap here to enter text.  **5.2.2 Specific objectives/outcomes**  *Concrete changes targeted during the project; these are the expected short and medium-term direct effects of the outputs (outcomes) - 1 to max. 3 project objectives, each presented in one sentence*  Click or tap here to enter text.  **5.2.2.1 Indicators for measuring the achievement of specific objectives/outcomes**  *2-3 SMART indicators per specific objectives/outcomes quantitatively and qualitatively measurable. The indicators include at least:  - Description of what is to be represented by the indicator - The definition of the respective indicator - Description of the measurement method and intended frequency of measurement*  Click or tap here to enter text.  **5.2.2.2 For each of the indicators:**  - Base value/baseline at the start of the project and  - Target value aimed for  *For each of the specified indicators, please enter the base value/baseline and the value to be achieved at the end of the project. If these are not (yet) available, please indicate when these values are to be collected and by whom.*  Click or tap here to enter text.  **5.2.3 Activities**  *Please describe the activities of the project in detail and assign them to the respective project objective; if necessary, activities can be assigned to several project objectives. Please indicate if this is the case. The detailed presentation of the activities includes an explanation and quantification (what, why, how often, how long, how many....)*  Click or tap here to enter text.  **5.2.4 Methods used to implement the project**  *Which methodological approaches are used to carry out the individual activities? (Please explain the methods in detail, e.g. which participatory method is used in which step and how, which animation method is used for which activities....)*  Click or tap here to enter text.  **5.2.5 Possible unexpected effects (positive/negative)**  *What unexpected effects can occur (positive and negative)? Which actors must be kept in view in order to avoid negative effects? How are negative effects avoided (e.g. in relation to child protection, child welfare, ecology, gender)? How is it ensured that individual subgroups of the target group are not excluded?*  Click or tap here to enter text.  **5.2.6 Risks for project implementation**  *What internal or external factors could hinder the realisation of the project? How should you respond to this? What precautions need to be taken?*  Click or tap here to enter text. |
| **5.3 M&E (Monitoring & Evaluation System)** |
| **5.3.1 Data collection**  *When, how often and by whom is which data collected and in what form is it reported to whom? Who bears overall responsibility? Please attach the M&E plan of the project, if available.*  Click or tap here to enter text.  **5.3.2 Recording of unplanned effects**  *By which means is ensured that unplanned (positive and negative) effects are also recognised and recorded?*  Click or tap here to enter text.  **5.3.3 Data analysis and recording of possible need for change**  *How should the findings from the data collection and the analysis of the data be used to review and further develop the project? Any changes/modifications of measures/activities arising during the project period need to be agreed upon with KMW timely and before implementing them.*  Click or tap here to enter text.  **5.3.4 Evaluation**  *Is an external evaluation planned for the project phase applied for? Who has initiated this (applicant organisation itself, other donors, KMW)? What is the purpose of the evaluation and when must the results be available? The KMW expects an external evaluation of projects in the ninth year of project funding at the latest, i.e. in the third of consecutive 3-year funding phases.*  Click or tap here to enter text.  **5.3.5 Audit**  *Project audits are mandatory:  - Annual audit: the funding requested from the KMW is more than EUR 80,000 per year or more than EUR 200,000 in total;  - Overall audit: all projects with a total funding level of EUR 80,000  An annual audit is recommended for all other projects.*  Click or tap here to enter text.  **5.3.6 Financial standards of the legal holder**  *Is there a procedure manual/financial guideline in which the internal control mechanisms, cash flows and their control are regulated? Please share with us.*  Click or tap here to enter text.  **5.3.7 Accounting software that is used**  *What is the name of the tamper-proof and consolidated accounting software in which the project is mapped?*  Click or tap here to enter text. |
| **5.4 Structural, financial, environmental and social sustainability** |
| **5.4.1 Securing the success and positive effects of the project**  *How will the outcomes and successes of the project be secured for the future?*  Click or tap here to enter text.  **5.4.2 Handover to local responsibility**  *Should the process be handed over to the target groups in the future? How do you want to organise this? What would it take for the project to be continued in the medium term under local responsibility?*  Click or tap here to enter text.  **5.4.3 Local financing**  *Will further external support be necessary after the requested project period in order to achieve the intended longer-term goals? If so, what kind and for how long? What is being done to mobilise local sources of funding? What is being done to bring in own funds?*  Click or tap here to enter text.  **5.4.4 Consideration of environmental and climate protection**  *How are environmental and climate protection implemented in the project?*  Click or tap here to enter text.  **5.4.5 Social sustainability**  *How can the project contribute to improving people's living conditions/social structure in the future? How are children's rights sustainably anchored in the project context? How is the acceptance of what has been achieved by the project ensured (behaviour change)?*  Click or tap here to enter text.  **5.4.6 Strengthening the self-help potential of the target groups**  *How will the target groups be enabled to take action themselves to improve their living conditions in future?*  Click or tap here to enter text.  **5.4.7 Resilience of the target groups**  *To what extent does the project increase the resilience of the target groups with regard to current or future risks?*  Click or tap here to enter text. |

**6.** **Cost and financing plan**

|  |
| --- |
| Please fill out the enclosed cost and financing plan. |

**7.** **Impact logic and indicators**

|  |
| --- |
| Please fill out the enclosed Logframe (tables for Logframe; indicator table for Outcomes, Outputs and table for Activities). |

|  |
| --- |
| **I. Brief introduction to the KMW's understanding of impact** |
| In its international work, Kindermissionswerk (KMW) endeavours, together with its partners, to sustainably improve the living conditions of children and young people in partner countries. It is necessary to come to a common understanding of the meaning of the term „Impact“ and the terminology used in collaboration with KMW.  The following is a brief explanation of the KMW's understanding of Impact and the corresponding terminology. For more detailed information, please consult the detailed explanatory text on the KMW's understanding of Impact.  **The effects of the activities/measures are the Outputs, the effects of the Outputs are the Outcomes/specific Objectives, the final effect of the Outcomes/Objectives we call IMPACT which is our final overarching Objective.**  The KMW generally defines Impact as the changes caused by a project. The project’s effects can be intended or unintended, positive or negative. During planning and implementation, you work towards the intended positive effects, which we call outcomes. However, during implementation it is important to check and take into account whether negative, unintended effects can significantly influence the success of the project. The instruments of monitoring and evaluation are used for this purpose.  In the impact-oriented project planning and application process at KMW, all causes of the main problem are first identified on the basis of the identified main problem and the outcomes/changes that the project is to work towards are defined. When **planning**, it is advisable to start from the desired Impact and work in a chain of effects from top to bottom. In other words, you first determine the desired Impact that the project or programme should contribute to and then work your way down in causal relationships via the desired outcomes to the activities and resources required to carry out the activities.  **Implementation** takes the opposite approach. Using material and human resources, activities are carried out that contribute to the achievement of a Result/Output. These are to be understood as products, goods and services that are provided by the project and which in turn cause the project to bring about positive changes in the living conditions of the beneficiary children, which we call outcomes.  **Indicators**, (on the output and the outcome level only), are necessary for monitoring during the project period and the ongoing review of whether measures have been implemented and if outcomes/specific objectives are achieved. The indicators must provide information on what makes it possible to observe or measure whether and to what extent changes have taken place.  Both the presentation of the project's understanding of its effects and the planning of results, activities, resources and indicators are essential components of the funding request to the KMW.  While the Theory of Change is used to capture and present the overall understanding of all possible effects in the project context (impact logic), the logframe is used to plan activities etc. in concrete terms on the basis of this understanding of effect, to present them in the logframe and to monitor the positively intended effects in the logframe using their indicators over the course of the project. |

**8.** **Attachments**

Copies of the following documents are enclosed:

- Cost and financing plan

- Logframe/logical framework

- Bishop's statement relating to the legal entity and project content (original)

- Statutes of the NRO

- Current registration certificates of the legal entity

- Organisational chart of the legal entity

- Child protection policy

- Concept note

If applicable:

- Procedure manual/financial guidelines

- Strategy or higher-level planning documents (e.g. 3-year plan, etc.)

- Baseline study

- Last annual report

- Last external evaluation report

- Further documents