



Meeting Briefing

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CIPE (Center for International Private Enterprise), Washington, DC, USA

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Main Focus: Funding opportunities for AAB

Context

Convergence Program organized this business referral as part of its mandate to support AAB's capacity-building.

Background

CIPE is a non-profit affiliate of the U.S. Chamber of Commerce and one of the four core institutes of the National Endowment for Democracy. CIPE has supported more than 1,000 local initiatives in over 100 developing countries, involving the private sector in policy advocacy and institutional reform, improving governance, and building understanding of market-based democratic systems.

CIPE partners with **business associations**, think tanks, and other private sector organizations in countries where there is both a need for progress and an opportunity for reform. CIPE provides management assistance, practical experience, and financial support to local organizations to strengthen their capacity to implement democratic and economic reforms.

CIPE works in three principal areas, helping the business community to become a leading advocate for market-oriented reform and democratic governance. These include:

- **a grants program supporting grassroots networks in developing countries**
- capacity building programs
- technical assistance through field offices.

How could AAB benefit from a CIPE grant

AAB may wish to consider applying for a CIPE grant to increase its ability to benefit from the ongoing and expected future projects that, among other important objectives, support, its institutional growth and its role in service of the sound development of the banking system. As already commonly agreed, it would make perfect sense to list (a) the current SPI Albania activities and (b) their expected continuation and extension under Regione Puglia's EU IPA funding as the main existing and planned projects. You might wish to add any other concern of yours.

Following the above logic, the motivation to seek CIPE grant arises from the fact that, the AAB would need additional support and expertise to enable the implementation of new projects and manage their interface with ongoing AAB activities.

One possible aspect for the use of the CIPE grant may be used to fund the cost of a new AAB “Special Projects” position. This new position will support the AAB Chairman and Executive Committee, working closely with the AAB Secretary General, in managing on AAB’s behalf the Regione Puglia’s project activities, ensuring maximum benefits are generated and shared with the AAB membership.

While, as it appears from the paragraph below, “CIPE funds specific projects and does not provide support for general organizational costs”, this program can finance consultants that can help with project preparation/implementation, so the request might be formulated along these lines.

CIPE Financing Criteria

In evaluating grant request proposals, CIPE is guided by the following criteria:

- CIPE funds specific projects and does not provide support for general organizational costs.
- CIPE project support shall generally not exceed 25-30 percent of the applicant organization's annual operating budget.
- Projects conceived as ongoing efforts must demonstrate a decreasing level of CIPE support with a goal of self-sufficiency.
- Generally CIPE will not be the sole source of project funding. Applicants must include matching funds from their own budget or other sources of revenue or provide a compelling reason why this criterion should be waived.
- Proposed project objectives must clearly address the purpose and objectives of CIPE.
- Project design must include specific, measurable outcomes which can be used to evaluate the degree to which the project's objectives are met.
- Project design must describe post-grant activities which would continue and enhance the success of the project.

Proposed Action Plan.

As AAB qualifies as a potential beneficiary of CIPE funding, AAB Management may wish to discuss with CIPE’s Regional Coordinator and Project Officer how best to structure a funding request.

SPI Albania Secretariat would be pleased to support AAB Management in this activity.

Briefing prepared by: Greta Minxhozi and Anuela Ristani, SPI Director for Operations

APPENDIX I: Frequently asked Questions related to CIPE Grants

APPENDIX II: Proposal Format

Frequently Asked Questions

Question: Does CIPE have a limit on the size of projects it will fund?

Answer: CIPE has no maximum or minimum grant amounts; however, applicants should not propose projects which cannot reasonably be supported by their existing administrative structure or which can be sustained only with continued CIPE funding. Projects should be designed in proportion to the applicant's current level of program activity and staff and should not exceed 25-30 percent of the organization's annual operating budget. The applicant should include a strategy for assuming the full cost of sustaining the project when CIPE funding is no longer available.

Question: Does CIPE expect the applicant to pay part of the project costs?

Answer: Yes. CIPE gives priority to proposals which include matching contributions from the applicant or other sources. Applicants are expected to explain fund-raising strategies and to identify other potential and/or committed sources of support for the proposed project.

Question: How long will CIPE continue to provide funding for a project?

Answer: Each request for additional support of an ongoing project will be reviewed on its own merit; a grant awarded for one year does not commit CIPE to support in future years. Applicants should take this into consideration when planning how long it will take them to assume full responsibility for supporting a project started under a CIPE grant.

Question: What kind of financial records will be expected if a CIPE grant is awarded?

Answer: Recipients of CIPE grants are required to keep detailed, accurate records and documentation of how CIPE grant monies are disbursed. It is recommended that each proposal budget include a line to cover any additional accounting or bookkeeping costs which may be necessary. CIPE may commission audits of individual grant projects by independent accounting firms.

Question: Are there any projects, activities or expenses that should not be included in a request to CIPE?

Answer: Yes. CIPE does not fund commercial operations, trade and investment promotions, revolving credit funds, the establishment of new organizations or partisan political activity. Also, the costs of fund-raising activities, entertainment expenses, alcoholic beverages, donations, fines and interest are not allowed under CIPE grant.

APPENDIX II

Proposal Format

This section specifies the format, content, and level of detail required for grant proposals. Applicants should submit three copies of their proposal in English; please number the pages of your proposal and closely follow the outline below.

I. Cover Page

1. **Organization Name and Address**

Must be the official name under which commitments are made; please include both street and mailing addresses; telephone and fax numbers; and email addresses.

2. **Project Manager**

Staff member who would be directly responsible for the project and who will be contacted concerning proposal details.

3. **Project Title**

Select a project title that reflects the nature of the activity and the chosen method of operation.

4. **Period of Support**

Period during which project costs will be incurred. Be sure to allow sufficient time for planning, execution and evaluation of the project. It takes about six months for a proposal to reach final approval; your beginning date should be at least six months from the date of submission.

5. **Total Project Costs and Amount Requested**

List both the total cost of the project and the amount you are requesting from CIPE.

6. **Other Sources of Support**

List other sources and amounts of support or, if commitments have not yet been received, other organizations that you have asked to support your project.

II. Project Description

1. **Introduction**

Brief summary of the proposed project and a summary of the applicant organization, including its goals and philosophy, and a statement on the experience relevant to the activities proposed for funding.

2. **Background**

Statement of the problem or need being addressed by the project.

3. **Project Objectives**

Describe the specific objectives of the project and how they relate to CIPE's objectives.

4. **Project Activities**

Describe in detail what will be done. Include where and when the project will take place and the population the activities will affect.

5. **Anticipated Results**

Describe specific, tangible outcomes that are anticipated as a result of the project and that may be used to indicate whether the objectives have been achieved.

6. **Method of Evaluation**

Way in which applicant will assess the results of the project as measured against the stated objectives.

7. **Schedule**

List anticipated dates of key project events and activities.

8. **Program Personnel**

List key personnel and briefly describe their qualifications in relation to this project. This should include previous position held and educational background. Complete resumes should be included with the proposal.

III. Project Budget

1. **Summary of Costs** List estimated costs in U.S. dollars by any or all of the following categories:

- a. **Salaries - Remuneration** for any or all salaried employees of the proposing organization for the time spent on this project is included here. Provide the title and/or type of personnel, annual salary range, percent of time devoted to this project and total amount to be paid for work on this project.
- b. **Benefits, Allowances and Taxes** - This category includes the actual costs of staff benefits such as authorized paid absences (vacation, sick leave, etc.) and employer contributions (to employee insurance, pension plans, etc.) based only on the salaries devoted to the project. That is, if a salaried employee devotes 40 percent of his time to a project, 40 percent of all benefits paid to him may be included here. Taxes which the applicant organization is required to pay associated with the costs of this project may also be included.
- c. **Space and Utilities** - Amount of rent or occupancy costs plus basic utilities for the space to be used during this project.
- d. **Supplies** - Supplies include consumable materials, such as basic office supplies, and items costing less than \$500 with an estimated useful life of less than two years. List specific items or types of items to be purchased.
- e. **Equipment** - includes purchased equipment costing over \$500 per unit with an estimated life of over two years. For purchase of equipment, include a written justification of the purchase and a brief description of the items.

For short-term projects, such as conferences and workshops, it is expected that any necessary equipment will be leased rather than purchased.

- f. Communication and Postage - Telephone, telex, postage, courier service and other similar costs.
- g. Travel and Per Diem - Travel must be estimated according to the applicant's established travel practice, provided that the travel costs is reasonable and that all travelers use transportation costing no more than air coach accommodations. Where available, all travel must be on U.S. airlines. For travel, indicate the number of travelers, points of departure, destination and estimated costs. List ground transportation (taxis, limousines, etc.) separately.

Per diem rates should include the costs of hotel accommodations and meals. Please indicate the number of travelers, number of days, daily rate and total estimated cost.

- h. Consultants' Fees and Expenses - List consultants' daily rate, number of days, expenses and total.
- i. Contractual Services and Professional Fees - Costs of professional services, such as printing, translation or accounting services necessary for the performance of the proposed project, to be rendered by the members of a particular profession who are not employees of the applicant organization.
- j. Other Direct Costs - Costs necessary for the projects that cannot be classified under any of the budget categories listed above.

- 2. **Total Estimated Cost** Total of a) through j) of Section 1 above.
- 3. **Anticipated Income** List all anticipated sources of income for this project including:
 - a. The amount requested from CIPE;
 - b. Cash donations;
 - c. In-kind contributions at the fair market value of essential items that are wholly or partially consumed on the project. In-kind contributions must also be reflected in the total project cost;
 - d. Grants, including all or a pro rata share of anticipated grants either wholly or partially restricted for use on this project; and
 - e. Other funds, regardless of source, expected to be used on this project.
- 4. **Total Anticipated Income** Total of a) through e) of Section 3.
- 5. **Cash Flow Projections** Provide a schedule of anticipated cash requirements on a monthly basis for the duration of the project.

6. **Authorized Signature** and typed name and title of individual who is legally authorized to execute a contract or grant on behalf of the organization.
7. **Attachments** Applicant organizations must attach their most recent annual report, personnel list and audited financial statements. Other materials, brochures, research reports, seminary or conference announcements, samples of publications and results of past programs are also welcome.