

**CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE**

**Proposal Guidelines and Criteria**

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# CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

## GUIDELINES AND CRITERIA

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### PURPOSE AND OBJECTIVES

Throughout the world, private enterprise and individual initiative are increasingly recognized as essential sources of economic growth and human progress. The Center for International Private Enterprise (CIPE), an affiliate of the U.S. Chamber of Commerce, assists other countries, through their private sectors, to enhance democracy and private enterprise as a basis for prosperity and individual freedom.

CIPE's overall purpose is to encourage the growth of private enterprise principles and organizations that contribute to democratic development. Democracy requires the development of institutions based on individual freedom, incentive, initiative, opportunity, responsibility and voluntary association. Private enterprise systems both benefit from and provide support for these same views. By building business organizations committed to the values of private enterprise and democracy, CIPE plays a key role in encouraging and sustaining democratic transitions.

To carry out that purpose, CIPE has identified the following program objectives:

- To support the growing interest in market economics and private enterprise among government leaders and society in general.
- To promote business participation in democratic political and policy processes.
- To increase the base of business talent in the developing world.
- To encourage interest in privatizing state-owned firms and deregulating economic systems.
- To increase public understanding and appreciation of the role of the entrepreneur in economic and democratic growth.
- To build independent business organizations.

CIPE is a non-profit, private sector organization that provides financial support in the form of grants to non-government business organizations such as chambers of commerce, employers' federations, trade associations and private enterprise oriented research groups throughout the world. Grants are made directly to non-U.S. business organizations on a private basis, without government intervention. In 1983, CIPE was designated by the U.S. Congress as the business representative in the bipartisan National Endowment for Democracy program. CIPE operates with public funds and all projects are a matter of public record. CIPE does not fund commercial ventures, trade and investment promotions or partisan political activity.

## **CIPE PROPOSALS**

CIPE prizes innovation and strategy and we do not subscribe to restrictive program categories; thus we welcome grant proposals from non-profit organizations throughout the world. Potential applicants for grants are urged to submit a brief concept paper explaining the proposed project before a complete proposal is prepared. The purpose of this step is to ensure that the proposed project is in accord with CIPE's stated goals. When preparing formal proposals, applicants should review the criteria described below and carefully follow the format beginning on page 4 of the guidelines. If you are interested in reviewing past programs or for more information on CIPE then visit our Website, "The Forum on Economic Freedom," at <http://www.cipe.org>.

The review process for proposals may require up to six months. Receipt of proposals is acknowledged by letter. CIPE staff reviews all proposals for completeness and compliance with CIPE requirements. Applicants will be contacted if further clarification is required. CIPE's Executive Committee evaluates all proposals and makes recommendations for approval or rejection. The Committee meets four times a year. Proposals approved for funding are presented to the National Endowment for Democracy for final approval. At the conclusion of the review, grant award documents or notifications of rejection are sent to the applicant organization.

Both concept papers and proposals should be submitted to:

**Center for International Private Enterprise**  
**1155 15<sup>th</sup> Street, N.W.**  
**Suite 700**  
**Washington, DC 20005**  
**Telephone: (202) 721-9200**  
**Fax: (202) 721-9250**

## **CRITERIA**

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

### **Project Scope**

- 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.

### **Project Design**

- Proposed project objectives must clearly address CIPE's purposes and objectives.
- 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 continue and enhance the success of the project.

### **Regional Strategy**

CIPE's priority is to support projects in countries where conditions provide greatest potential for lasting success. In general CIPE projects will be in countries that:

- Demonstrate how this program will support democracy, either via democratic policy development of advocacy programs;
- Have an economic base that is sufficient to support a private sector business community; and
- Have a government inclined toward, or at least tolerant of, pragmatic economic policies and private sector growth.

## 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

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

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.

## **Selected Portfolio of Successful CIPE Projects**

### **Unirule Institute of Economics (UNIRULE) Symposia on China's Transition to a Market Economy CHINA**

In an effort to help develop and strengthen a network of non-government economic think tanks in China, CIPE provides support to the Unirule Institute of Economics. This reform-oriented organization is undertaking research projects on current economic issues, and presenting its independent findings to top policymakers in the form of papers and workshops. Each year, Unirule organizes a special series of 26 biweekly symposia that bring together dozens of private entrepreneurs, academics, government officials and journalists for discussion on issues related to China's transition to a market economy. Issues have included reform of state-owned enterprises, economic and political globalization, and development of a civil society. Speaker/moderators are drawn primarily from independent reform elements and private or quasi-private enterprises in China, but also include reform-oriented academics and government officials performing research independent of their official functions. Unirule has reproduced and distributed symposia papers to participants and a wide audience of entrepreneurs, policymakers and researchers interested in economic reform.

### **The Center for the Study of Democracy (CSD) Privatization on a Dual Track: Mass & Market Based Privatization BULGARIA**

The Center for the Study of Democracy's (CSD) privatization program is designed to develop legislation and other means to accelerate Bulgaria's privatization process. Objectives include making the second wave of the mass privatization program more transparent and competitive. The project consists of a series of policy analyses of the current legal framework for mass privatization as well as information dissemination and public outreach activities. On July 3, 1997 the Bulgarian Council of Ministers, approved a CSD recommendation mandating that enterprises that are predominately state owned would need to institute a Shareholders' Registry. Thus adding to the transparency of state owned enterprises. To reinforce its self-described watchdog function CSD conducted a survey in June 1997 to benchmark public attitudes towards the process of mass privatization after the completion of the first round and just prior to the start of the second round.

### **Small Business Project (SBP) Legislative Promotion of Small, Medium and Micro Enterprise SOUTH AFRICA**

The Small Business Project seeks to expand and improve the provision of information and advisory services to South Africa's legislature, business community, media, and public by creating and disseminating *SMME (Small Medium & Micro Enterprises) Alerts!*. These bulletins are distributed to government officials, members of the National assembly, provincial authorities, provincial legislators, SBP members, labor, the media, and other constituency groups. SBP

coordinates "focus teams" consisting of SBP staff and experts from other organizations with expertise in a particular small business issue to enhance the analytical capacity of legislators by offering advice on economic issues which is formed by the use of economic and legal analysis and consensus opinions drawn from a broad spectrum of relevant groups. In an effort to improve existing legislation and encourage new legislative initiatives consistent with the interests of the SMME sector and market-oriented economic principles, SBP will also conduct briefing sessions to the members of Parliament in the National Assembly and Senate's Select Portfolio Committees. These sessions will focus attention on key committees and subcommittees within the Parliament: Fiscal Committee, Land & Agriculture Committee, and the Trade & Industry Committee.

## QUESTIONS OFTEN ASKED REGARDING CIPE PROPOSALS

- 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.