

Creating a stronger global and transnational enabling environment for national civil society advocacy and transparency efforts

Webinar on Education Out Loud
Operational Component 3

12 August 2020

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Global Programme Manager
Oxfam IBIS*



Overview

Purpose

- Inform about Operational Component 3 to support civil society actors to work collaboratively on transnational initiatives or campaigns
- Offer guidance for prospective applicants in advance of 10 September deadline, including responding to questions

Outline

1. Introduction to the Global Partnership for Education and Oxfam IBIS
2. Introduction to Education Out Loud
3. Overview of Operational Component 3
4. Additional Questions and Answers

Webinar conducted 12 August 2020, 2 – 4 pm, CEST

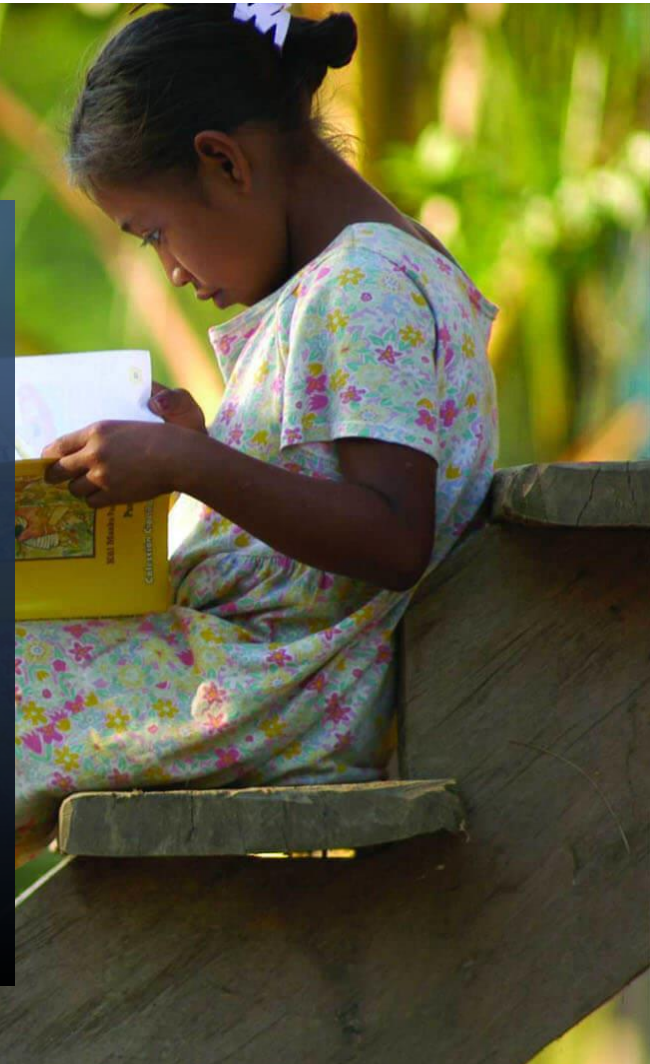
GPE's vision: SDG4 for Education

Vision

To ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Mission

To mobilize **global and national efforts** to contribute to the achievement of **equitable quality education and learning for all**, through inclusive partnership, a focus on efficient and effective education systems, and increased financing.



What GPE does



Introduction to Oxfam IBIS

- WUS ⇒ IBIS ⇒ Oxfam IBIS
- Civil society identity, including advocacy
- Education focus + Grant management experience
- Current portfolio
 - Southern Africa: Mozambique
 - Latin America: Bolivia + Guatemala + Nicaragua
 - West Africa: Ghana, Mali, Sierra Leone, Burkina Faso, Niger, Liberia
 - MENA
 - South Sudan
 - Humanitarian efforts
- Grant agent for Education Out Loud 2019-2024

Education Out Loud

- GPE's new advocacy and accountability fund
- Support for civil society to become active and influential in shaping education policy to better meet the needs of communities, especially the most marginalized
- Managed by Oxfam IBIS, grant agent for GPE



Education Out Loud - Goal & Objectives

Goal:

Enhanced civil society capacity to further GPE 2020 goals in learning, equity and stronger systems, by improving their participation, advocacy and efforts to ensure transparency and increased effectiveness of national educational policy and implementation processes

Objective 1:

Strengthen national civil society engagement in education planning, policy dialogue and monitoring

Objective 2:

Strengthen civil society roles in promoting transparency and accountability of national education sector policy and implementation

Objective 3:

Create a stronger global and transnational enabling environment for civil society advocacy and transparency efforts

Each objective corresponds to an Operational Component

Objective
3

Operational Component 3:
National/international CSOs; multi-country projects; duration 24-36 months; 450,000-1.2 M USD; 15-20 grants

What will EOL success look like?

National Coalitions

- ✓ more inclusive, particularly for marginalised groups
- ✓ increased organisational & institutional capacity for engagement in policy dialogues
- ✓ utilising learning collaboratives to build on lessons learned & strengthen capacities

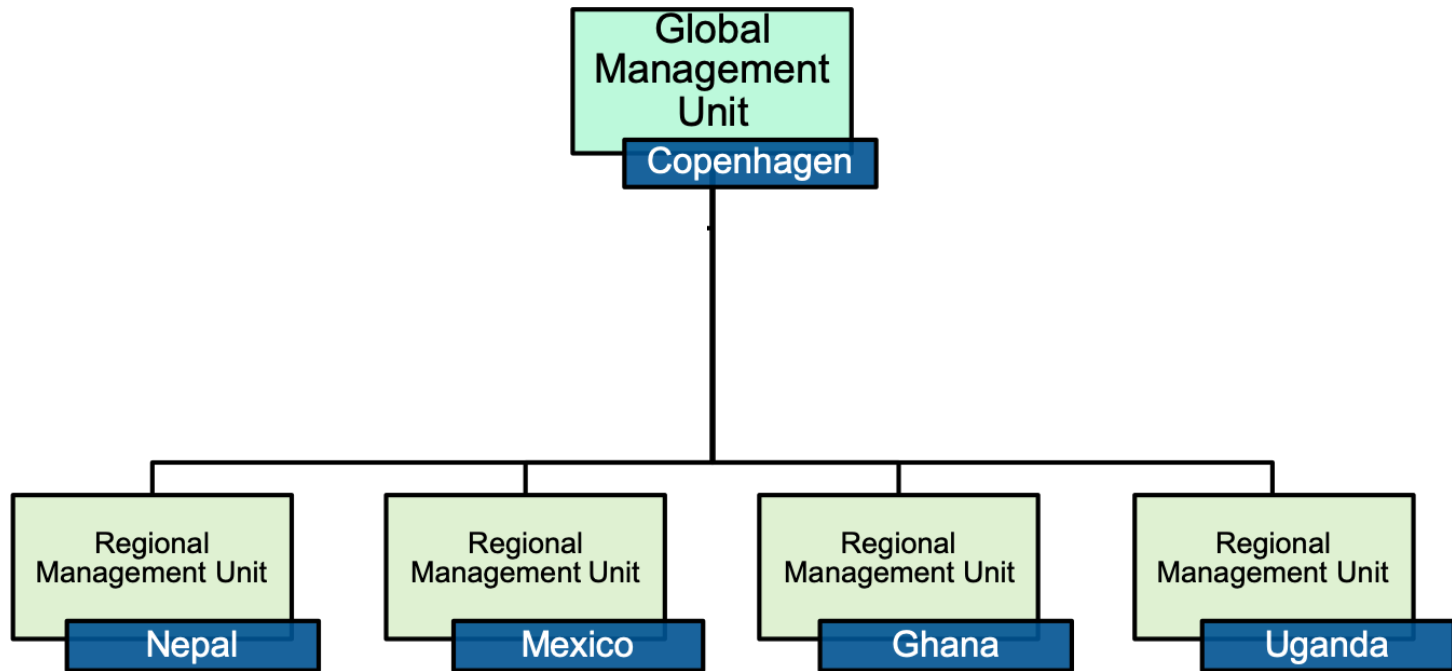
National Civil Society Organisations

- ✓ increased capabilities to monitor government commitments to education for all
- ✓ made available actionable data/evidence relevant for policy changes
- ✓ utilising learning collaboratives to build capacities in evidence-based advocacy

Trans-national Civil Society Alliances

- ✓ actuated *inclusive* education policies at global, regional and national level
- ✓ affected social accountability mechanisms to address education for marginalised groups
- ✓ utilising learning collaboratives to build capacities on effective advocacy strategies, strengthening transnational civil alliances affect

Grant Agent Organization Structure



Who can apply for OC3 -1

- Alliance – requirement
 - One lead – not an EOL grantee – with formal registration and from GPE partner country
 - At least one organisation from GPE partner country
 - At least three unique organisations
- INGO requirement
 - beyond national offices
- Positive if alliance includes
 - actors with education as a cross-sectoral priority;
 - actors outside of education having skills and tools relevant and/or scalable in education;
 - reflects a diversity of approaches to advocacy which are complementary and will strengthen the wider education movement

Who can apply for OC3 -2

- Involvement of Global Campaign for Education + Regional Coalitions?
- Parallel applications to OC3 and OC2?
- Is there a need to exclude non-GPE countries?
- How many applications can an organisation submit?

Areas of relevance to OC3

- **Partnerships and collaboration:** alliances that represent diverse social actors formed around identified strategic policy changes and targets issues that can best be solved through multi-country advocacy tactics (EOL Outcome 3.1)
- **Advocacy capacities:** strategies and resources to elevate local and national voices into transnational policy arenas and the coordination of citizen action across local, subnational, national and transnational levels (EOL Outcome 3.2)
- **Policies or practices:** addressing education policies at global, regional and national level for increased progress in education for all (EOL Outcome 3.3)
- **Social accountability mechanisms:** strengthen social accountability mechanisms, spaces, institutions or commissions to follow up on global, regional or national commitments related to the right to equitable and quality education (EOL Outcome 3.4)
- **Learning collaboratives:** build capacities for strengthened transnational civil alliances affect (EOL Outcome 3.5)

Amounts and duration

- Up to 36 months during 2020-23 (less than 24 months → not accepted)
 - Year Zero part of above
- Grants USD 450,000 ↔ USD 1,200,000
 - Year Zero part of above
- Concept notes ⇒ Indicative budget figures only
 - Budgeting requirements + cost eligibility criteria
⇒ proposal development stage

How to apply – 1

- ✓ Find information on www.educationoutloud.org
- ✓ At this page ⇒ **Applicant Guidelines**
- ✓ Read Applicant Guidelines ⇒ Go to “How to apply?” section

Concept Note Guidelines for Applicants - Component 3 – English

Call for Concept Notes, September 2020

What is this Call for Concept Notes about? (+)

Who can apply for this Call for Concept Notes? (+)

What can be funded under this call for Concept Notes? (+)

Which grant amount and duration is it possible to apply for? (+)

How to apply? (+)

What should be covered in the Concept Note? (+)

How will the assessment process take place? (+)

What happens after the decision on the Concept Note? (+)

Annex 1- List of eligible Countries (+)

Annex 2 - Illustration of the OC3 approval process (+)



Open Call for Concept Notes Component 3

Open Call for Concept Notes
Component 3 (OC3) in English, French,
Spanish and Portuguese.
Deadline 10 September 2020.

How to apply – 2

- ✓ Inside Applicant Guidelines' Section “How to apply?” ⇒ link to register as Applicant.
- ✓ Press the link

How to apply?

All eligible applicants are invited to apply for funding. Interested alliances can find further information online at www.educationoutloud.org. At this website, interested applicants will find a link to register as an Applicant as well as access the relevant Concept Note proposal information and templates. Only one member of each alliance need register as an applicant in order to submit the alliance's concept note. After registering and completing the templates, the documents must be uploaded to the system. Applications will not be accepted outside of this system.

A Concept Note application consists of the following documents:

1. Concept Note Narrative (completed template)
2. Year Zero (see section 8 below)
3. Budget Template
4. C.V. of 2-3 key project responsible persons

All documents must be uploaded before the Application Deadline and you must press “Finalize and Submit the Concept Note” in order to complete the application process. The Application Deadline is **September 10, 2020 (23:59 CEST at the latest)** No applications will be accepted after this date or time. Uploading your documents can take up to 20 minutes. It is therefore highly encouraged that applicants complete their applications early to avoid any complications. Upon pressing “Submit” you will receive an email that confirms that your application has been uploaded to the system. The required formats can be downloaded via the webpage.

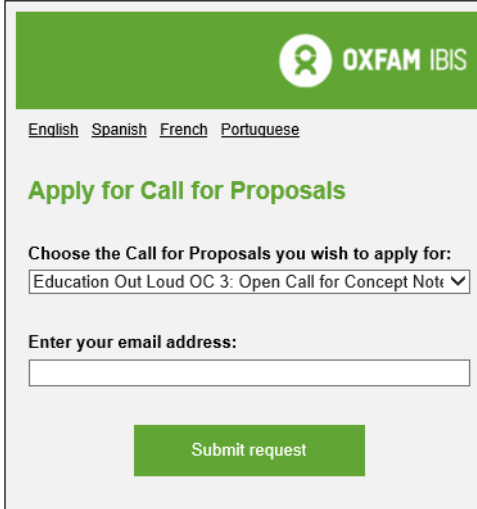
[Go to the application procedure through this link](#)

If an applicant's Concept Note is selected to advance to the next phase, the applicant will be required to submit Due-diligence Self-Assessment Forms and other required documents prior to engaging in the next phase of the application process.

Should an applicant encounter technical problems while registering as applicant or in uploading the application, then the applicant should take a screenshot and send it to info@educationoutloud.org from the same email address utilized for registering. Upon receiving the screenshot, the applicant will be contacted for technical support.

How to apply – 3

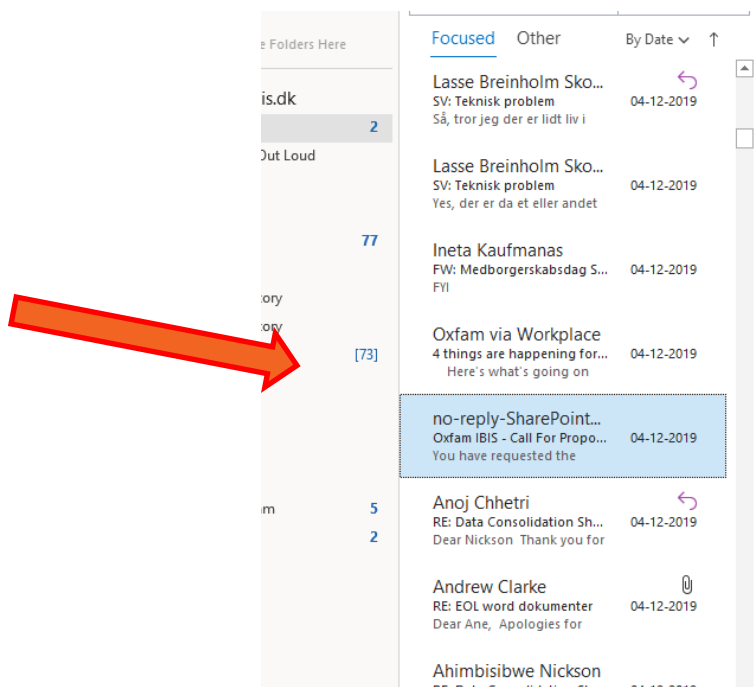
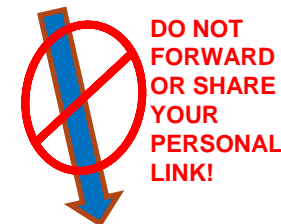
- ✓ Pressing link ⇒ this page appears
- ✓ Select the Call for Proposals to apply for
- ✓ Press “Submit request” to access Application System and Templates




The screenshot shows a web form with a green header containing the Oxfam IBIS logo. Below the header, there are links for 'English', 'Spanish', 'French', and 'Portuguese'. The main heading is 'Apply for Call for Proposals'. A dropdown menu is labeled 'Choose the Call for Proposals you wish to apply for:' and currently shows 'Education Out Loud OC 3: Open Call for Concept Note'. Below this is a text input field labeled 'Enter your email address:'. At the bottom of the form is a green button labeled 'Submit request'. An orange arrow points from the right side of the page towards the dropdown menu.


How to apply – 4

- ✓ You will receive email from this address with link to **Personal application page**
- ✓ Do not forward or share that link with anyone!



Oxfam IBIS - Call for Proposal request

 no-reply-SharePointP@ibis.dk
To Bente Sørensen

 If there are problems with how this message is displayed, click here to view it in a web browser.





You have requested the following Call for Proposals:

Education Out Loud OC 3: Open Call for Concept Notes

Access your application via this personalized link/url (do not share this link with anyone that you do not want to share with):
[https://grantapplication.oxfamibis.dk/ layouts/15/OxfamIBIS.ProjectApplication/Pages/GrantApplication.aspx?userId=45f97071e2ef85b93470606ba34fdf98dc58f1e3456bb2ed4be4a8322e3821c8](https://grantapplication.oxfamibis.dk/layouts/15/OxfamIBIS.ProjectApplication/Pages/GrantApplication.aspx?userId=45f97071e2ef85b93470606ba34fdf98dc58f1e3456bb2ed4be4a8322e3821c8)


If you should encounter any problems during your application process, you can contact info@educationoutloud.org

If you did not make a request for a Call for Proposal, you can ignore this email entirely.

 Reply All  Forward
on 04-12-2019


How to apply – 5

✓ Press personal link and arrive here....

<div data-bbox="475 422 894 511"></div> <p data-bbox="484 522 730 536">English Spanish French Portuguese</p> <h3 data-bbox="484 551 625 568">Instrucciones</h3> <p data-bbox="484 586 681 604">Hola bso@oxfamibis.dk</p> <p data-bbox="484 622 880 719">¡IMPORTANTE! Ésta es su página de solicitud muy personal. No comparta el enlace (link) de esta página con personas que no tienen su confianza o que no deberían tener acceso a esta página.</p> <p data-bbox="484 738 880 875">Usted puede salirse de esta página y regresar más tarde para remover o para subir documentos hasta que presione "Finalizar y enviar la Nota Conceptual". Después de la fecha límite, aún puede regresar a esta página, pero en ese momento, Usted no puede cambiar sus documentos.</p> <p data-bbox="484 893 861 932">Abajo puede acceder los formatos, que Usted debe completar y subir.</p> <p data-bbox="484 951 861 1048">Si encuentra algún error o si tiene problemas técnicos, por favor, escriba a "info@educationoutloud.org" adjuntando una "captura de pantalla" (screenshot) y una explicación de su problema.</p> <hr/> <p data-bbox="484 1083 635 1100">Solicito lo siguiente:</p> <p data-bbox="484 1119 832 1158">Education Out Loud OC 3: Open Call for Concept Notes</p> <hr/> <p data-bbox="484 1186 745 1203">Descripción de la Nota Conceptual:</p> <p data-bbox="484 1222 813 1239">Lea la Guía del solicitante (en línea en</p>	<h3 data-bbox="938 436 1286 482">Su información general (recuerde Guardar)</h3> <p data-bbox="938 496 1141 514">Nombre de la Organización:</p> <input data-bbox="938 522 1335 544" type="text"/> <p data-bbox="938 551 1122 568">Número de registro legal:</p> <input data-bbox="938 576 1335 598" type="text"/> <p data-bbox="938 605 1016 622">Dirección:</p> <input data-bbox="938 631 1335 652" type="text"/> <p data-bbox="938 659 977 676">País:</p> <input data-bbox="938 684 1335 705" type="text" value="Afghanistan"/> <p data-bbox="938 712 1074 729">Correo electrónico:</p> <input data-bbox="938 738 1335 759" type="text"/> <p data-bbox="938 766 1006 783">Teléfono:</p> <input data-bbox="938 792 1335 813" type="text"/> <p data-bbox="938 821 1083 838">Dirección de Skype:</p> <input data-bbox="938 846 1335 868" type="text"/> <p data-bbox="938 875 1306 899">Nombre completo de la persona responsable por la gerencia del proyecto:</p> <input data-bbox="938 908 1335 929" type="text"/> <p data-bbox="938 936 1315 961">Correo electrónico de la persona responsable por la gerencia del Proyecto:</p> <input data-bbox="938 969 1335 991" type="text"/> <p data-bbox="938 1012 1306 1051">Nombre completo de la persona de contacto (La persona de contacto es el punto de contacto en el proceso de solicitud y evaluación de la solicitud):</p> <input data-bbox="938 1059 1335 1080" type="text"/> <p data-bbox="938 1088 1209 1105">Dirección de la persona de contacto:</p> <input data-bbox="938 1113 1335 1135" type="text"/> <p data-bbox="938 1142 1093 1159">Tipo de organización:</p> <input data-bbox="938 1168 1335 1189" type="text" value="Academia/Institución de investigación"/> <p data-bbox="938 1196 1325 1220">Monto solicitado (US dólares – número completo, sin comas ni puntos):</p> <input data-bbox="938 1229 1335 1250" type="text"/>	<h3 data-bbox="1387 436 1789 482">Sus archivos de la solicitud de la Nota Conceptual</h3> <p data-bbox="1387 496 1557 514">Sus archivos subidos:</p> <p data-bbox="1387 532 1750 556">Subir un archivo con el mismo nombre que uno ya existente, lo sobrescribirá.</p> <p data-bbox="1387 579 1750 651"><small>Subido hace 35 día(s):</small> SPANISH - TEST - DOC.docx Remover <small>Subido hace 39 día(s):</small> ENGLISH - TEST - DOC.docx Remover</p> <div data-bbox="1387 665 1789 743"><input data-bbox="1396 672 1676 694" type="text" value="Browse..."/> Subir los documentos seleccionados</div> <p data-bbox="1387 758 1595 775">Tiempo hasta la fecha límite:</p> <p data-bbox="1387 789 1663 806">17 día(s) 4 hora(s) 28 minuto(s)</p> <p data-bbox="1387 821 1634 838">Situación de la Nota Conceptual:</p> <p data-bbox="1387 852 1721 891">La Nota Conceptual está pendiente de aprobación</p> <div data-bbox="1387 919 1789 958">Finalizar y enviar la Nota Conceptual</div> <hr/> <h3 data-bbox="1387 1001 1731 1046">Sus archivos de la solicitud de la propuesta completa</h3> <p data-bbox="1387 1061 1557 1078">Sus archivos subidos:</p> <p data-bbox="1387 1092 1750 1116">Subir un archivo con el mismo nombre que uno ya existente, lo sobrescribirá.</p> <p data-bbox="1387 1138 1750 1162">(Actualmente no hay documentos subidos)</p> <p data-bbox="1387 1176 1595 1193">Tiempo hasta la fecha límite:</p> <p data-bbox="1387 1208 1769 1232">La ronda iniciará en: 718 día(s) 4 hora(s) 28 minuto(s)</p>
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How to apply – 6

- ✓ Choose which **language** to use during the application process (all templates are in four languages)

 OXFAM IBIS

[English](#) [Spanish](#) [French](#) [Portuguese](#)

Instructions

Hello bso@oxfamibis.dk

IMPORTANT!
This is your very personal application page. Do not share the link to this page with anyone that you do not trust, or anyone who should not have access to this page.

You can leave this page and come back later to remove or upload documents until you press "Finalize and submit concept note". After deadline, you can still come back to this page, but at that time you cannot change your

Your general information to Save)

Name of organization:

Legal registration number:

Address:

Country:

Email:

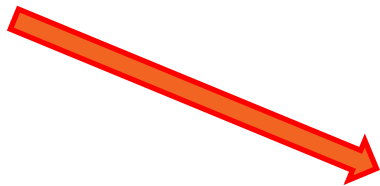
Telephone:

Skype address:

How to apply – 7


- ✓ Download relevant templates from the same page


<p>Applying for: Education Out Loud OC 3: Open Call for Concept Notes</p> <hr/> <p>Concept note description: Read the Applicant Guideline (on-line at educationoutloud.org or attached here below). Below you find attached the templates that you must complete and upload. You need to upload the following documents:</p> <ol style="list-style-type: none">1. Concept Note Narrative (completed template)2. Year Zero (see section 8 below)3. Budget Template4. C.V. of 2-3 key project responsible persons <p>Use these files for your concept note application:</p> <p>ENGLISH OC3 - 3 Budget Template.docx ENGLISH OC3 - Applicant Guidelines.pdf ENGLISH OC3 - 1 Concept Note Template.docx</p> <hr/> <p>Full proposal description: (Round is not active)</p>	<p>Full name of contact person (The contact point of contact throughout the application):</p> <input type="text"/> <p>Email of contact person:</p> <input type="text"/> <p>Organization type: Academia/Research Institution</p> <p>Amount applying for in US dollars (with commas or punctuation, minimum: 45 1200000)</p> <input type="text"/> <p>The Project contributes mainly to SDG Development Goals): SDG1</p> <p>The Project also contributes to SDG (5 Development Goals) (max 2):</p> <p><input type="checkbox"/> SDG1 <input type="checkbox"/> SDG2 <input type="checkbox"/> SDG3 <input type="checkbox"/> SDG4 <input type="checkbox"/> SDG5</p> <p>The Project contributes to the following (choose as many as you want):</p> <p><input type="checkbox"/> Afghanistan <input type="checkbox"/> Albania <input type="checkbox"/> Algeria <input type="checkbox"/> Andorra <input type="checkbox"/> Angola <input type="checkbox"/> Antigua and Deps <input type="checkbox"/> Argentina <input type="checkbox"/> Armenia</p>
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How to apply – 8

- ✓ Complete all templates and upload them on personal application page (access through link received by email)



<div data-bbox="125 535 666 649"></div> <div data-bbox="125 649 666 692"><p>English Spanish French Portuguese</p></div> <div data-bbox="125 692 666 735"><h3>Instructions</h3></div> <div data-bbox="125 735 666 778"><p>Hello bso@oxfamibis.dk</p></div> <div data-bbox="125 778 666 921"><p>IMPORTANT! This is your very personal application page. Do not share the link to this page with anyone that you do not trust, or anyone who should not have access to this page.</p></div> <div data-bbox="125 921 666 1092"><p>You can leave this page and come back later to remove or upload documents until you press "Finalize and submit concept note". After deadline, you can still come back to this page, but at that time you cannot change your documents.</p></div> <div data-bbox="125 1092 666 1149"><p>You can access templates here below, that you have to complete and upload.</p></div> <div data-bbox="125 1149 666 1206"><p>If you encounter any errors or have any technical problems, please email</p></div>	<div data-bbox="676 535 1226 621"><h3>Your general information (remember to Save)</h3></div> <div data-bbox="676 621 1226 664"><p>Name of organization:</p><input type="text"/></div> <div data-bbox="676 664 1226 706"><p>Legal registration number:</p><input type="text"/></div> <div data-bbox="676 706 1226 749"><p>Address:</p><input type="text"/></div> <div data-bbox="676 749 1226 792"><p>Country:</p><input type="text" value="Afghanistan"/></div> <div data-bbox="676 792 1226 835"><p>Email:</p><input type="text"/></div> <div data-bbox="676 835 1226 878"><p>Telephone:</p><input type="text"/></div> <div data-bbox="676 878 1226 921"><p>Skype address:</p><input type="text"/></div> <div data-bbox="676 921 1226 1021"><p>Full name of person responsible for the management of the project:</p><input type="text"/></div> <div data-bbox="676 1021 1226 1063"><p>Email of person responsible for the management of the project:</p><input type="text"/></div>
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How to apply – 9

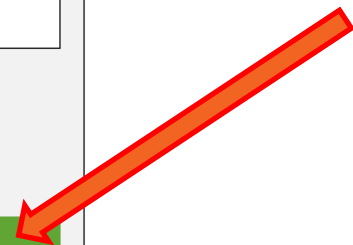
- ✓ **Application** only **completed** when all required documents uploaded
- ✓ Need to **change document** already uploaded → just delete document first uploaded before upload of new document
- ✓ Note: personal application page closed for uploading new documents or change documents the moment you press “Finalize and Submit Concept Note”
- ✓ When all documents uploaded ⇨ Press **“Finalize and Submit Concept Note”**

Deadline September 10, 2020 at 23:59 CEST

How to apply – 10

- ✓ Note ⇒ once “Finalize and Submit Concept Notes” is pressed, documents cannot be changed

<div data-bbox="139 568 606 661"></div> <p data-bbox="150 672 426 691">English Spanish French Portuguese</p> <h3 data-bbox="150 705 291 726">Instructions</h3> <p data-bbox="150 743 374 765">Hello bso@oxfamibis.dk</p> <p data-bbox="150 779 282 801">IMPORTANT!</p> <p data-bbox="150 803 591 893">This is your very personal application page. Do not share the link to this page with anyone that you do not trust, or anyone who should not have access to this page.</p> <p data-bbox="150 908 587 1046">You can leave this page and come back later to remove or upload documents until you press “Finalize and submit concept note”. After deadline, you can still come back to this page, but at that time you cannot change your documents.</p> <p data-bbox="150 1061 583 1106">You can access templates here below, that you have to complete and upload.</p> <p data-bbox="150 1120 511 1160">If you encounter any errors or have any technical problems, please email</p>	<h3 data-bbox="653 579 1070 632">Your general information (remember to Save)</h3> <p data-bbox="653 646 832 665">Name of organization:</p> <input data-bbox="653 672 1093 696" type="text"/> <p data-bbox="653 708 871 726">Legal registration number:</p> <input data-bbox="653 733 1093 758" type="text"/> <p data-bbox="653 765 730 783">Address:</p> <input data-bbox="653 791 1093 815" type="text"/> <p data-bbox="653 822 730 841">Country:</p> <input data-bbox="653 848 1093 872" type="text" value="Afghanistan"/> <p data-bbox="653 879 710 898">Email:</p> <input data-bbox="653 905 1093 929" type="text"/> <p data-bbox="653 936 749 955">Telephone:</p> <input data-bbox="653 962 1093 986" type="text"/> <p data-bbox="653 993 788 1012">Skype address:</p> <input data-bbox="653 1019 1093 1043" type="text"/> <p data-bbox="653 1051 1083 1090">Full name of person responsible for the management of the project:</p> <input data-bbox="653 1098 1093 1122" type="text"/> <p data-bbox="653 1129 1070 1169">Email of person responsible for the management of the project:</p> <input data-bbox="653 1176 1093 1200" type="text"/>	<h3 data-bbox="1147 579 1553 605">Your concept note application files</h3> <p data-bbox="1147 619 1321 638">Your uploaded files:</p> <p data-bbox="1166 652 1566 719">Files are limited to 20 MB in size. Uploading a file with same filename as an existing one will overwrite it.</p> <p data-bbox="1166 733 1541 769">Uploaded 35 day(s) ago: SPANISH - TEST - DOC.docx Remove</p> <p data-bbox="1166 776 1541 812">Uploaded 39 day(s) ago: ENGLISH - TEST - DOC.docx Remove</p> <div data-bbox="1155 829 1595 915"><input data-bbox="1166 839 1367 863" type="text"/> <input data-bbox="1377 843 1464 862" type="button" value="Browse..."/> Upload selected material</div> <p data-bbox="1147 929 1321 948">Time until deadline:</p> <p data-bbox="1166 962 1464 981">17 day(s) 4 hour(s) 26 minute(s)</p> <p data-bbox="1147 995 1398 1013">Concept note approval status:</p> <p data-bbox="1166 1028 1476 1046">Concept note is pending approval</p> <div data-bbox="1155 1082 1595 1132"><input data-bbox="1155 1082 1595 1132" type="button" value="Finalize and submit concept note"/></div>
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How to apply – 11

Remember to upload the following documents

1. Concept Note Narrative (completed template)
2. Budget Template
3. CVs of 2-3 key project responsible persons

Expectations for a good concept note

- **A clearly identified and defined problem**
- Demonstrate clear **use of information and data** as part of national policy dialogue strengthening upward accountability
- Efforts
 - **Connecting** local evidence + tactics in a transnational approach to document gaps in education policies and/or implementation
 - ⇒ *Influence national, regional and global policies*
 - **Including** a varied range of relevant local and national voices in transnational policy arenas
- Integrate wide **mix of voices and influences** - people with disabilities, refugees and displaced persons, religious and ethnic minority groups, children/youth
- Identify relevant **accountability mechanisms** to influence national, regional global education strategies

Assessment Criteria



⇒ *Globally balanced portfolio*

- Context analysis 25%
- Description of the Project Strategy and Action 25%
- Project Relevance 20%
- Organisational capacities for implementing the project 15%
- Learning approach and alliance development 15%

From CN to full proposal: Year Zero

- **Due diligence:** identify measures required to reduce risk related to applicant's project management
- **Organisational capacity:** establish solid TOC, identify capacities and learning areas, ensure clear lines of reporting and responsibilities for implementation
- Developing **full proposal:** RMUs engage with selected grantees to support drafting of full proposal, e.g.
 - Theory of change
 - Experience from EOL stakeholders and wider education movement
 - Measures for learning and adaptive management
 - Budget
- Modest **financial support** available for the above

Learning + Adaptive Management

EOL overall emphasis on learning

- Argue for choice of approach + potential for experimentation
- Learning collaboratives + learning partners
- Adaptive management
 - ⇒ *Year Zero integral part of learning agenda, and*
 - ⇒ *begins when drafting concept note*
 - ⇒ *Continues when drafting full proposal (Year Zero) including **learning plans***
 - ⇒ *Central aspect of implementation: strategies to **document learning***

Application ⇒ Concept Note ⇒ Full Proposal

