



إتحاد الغرف التجارية الصناعية الزراعية الفلسطينية
Federation of Palestinian Chambers of Commerce, Industry & Agriculture



Donors, Funds + Proposal Writing

Private Sector Development Cluster Project (PSDCP)

Sabeeh Qarban



What We Will Cover

HOW THE “BIG PROJECT WORLD”
WORKS IN PALESTINE

IDENTIFYING DONORS + FUNDS

THE DONOR MATRIX

WHEN DOES A BSO WRITE A PROPOSAL?

WHAT IS A PROJECT PROPOSAL?

IDENTIFYING THE PROBLEM

RECOMMENDED APPROACH

WHO GETS INVOLVED?

What We Will Cover

**NOW
YOU CAN
START
WRITING**

FRONT COVER

CONTENTS PAGE + ACRONYMS

EXECUTIVE SUMMARY

CONTEXT + BACKGROUND

JUSTIFICATION / RATIONALE

AIMS + EXPECTED RESULTS

TARGET GROUP

PROJECT IMPLEMENTATION

What We Will Cover

**NOW
YOU CAN
START
WRITING**

BUDGET

METHODS OF M+E

REPORTING

MANAGEMENT + PERSONNEL

SUSTAINABILITY

LOGFRAME

APPENDICES

BACK COVER

How the “Big Project World” Works in Palestine

Big Project World in Palestine

- Each donor has its own mandate dictating the types of things they will fund
- Donors liaise mainly with government ministries + large organisations
- Governments have their own mandates too (i.e. national / regional policies + strategies), as do large organisations
- They liaise to identify areas of common interest



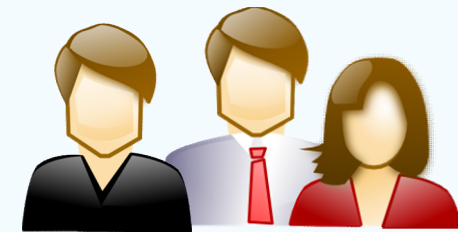
Big Project World in Palestine

- Projects are then jointly devised in broad terms in the areas of common interest, + the level of donor funding agreed
- A contract is drawn up between the ministry or organisation which will be the beneficiary of the funds + the donor commits these funds to the project
- Next, the donor announces the upcoming project (usually on the internet) + calls for Expressions of Interest (Eols) from implementing agents



Big Project World in Palestine

- Companies or organisations (e.g. Egis, ICON Institut, GFA) wishing to be considered formally apply
- The donor assesses the capability of each + draws up a short-list of those most likely to be able to deliver the project successfully



Big Project World in Palestine

- The donor will typically assess:
 - Previous experience implementing similar projects
 - How successful those projects were in achieving their objectives
 - Reputation
 - Current capability
 - Turnover size
 - The Bank Guarantee provided (given to assure the donor that the appointed implementing agent will not run off with the first drawdown of monies + not fulfil its side of the contract)



Big Project World in Palestine

- Meanwhile, the beneficiary prepares a Terms of Reference (ToR) for the project
- It often hires +/- or works with an external consultant with expertise in the project's field to do this
- The beneficiary submits the ToR to the donor for consideration
- The ToR may be revised several times until both parties are happy with it



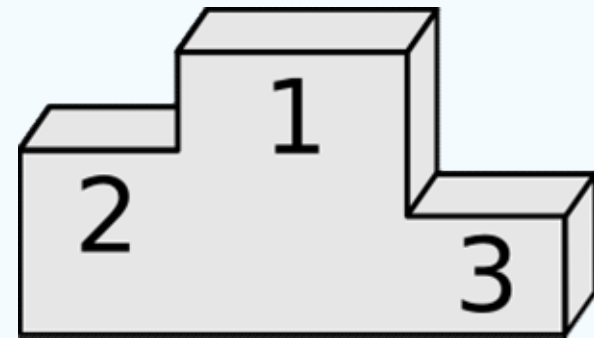
Big Project World in Palestine

- Upon its approval, the donor sends the ToR to the short-listed implementing agents + requests each to tender against it (i.e. write a proposal)
- The proposal typically consists of 3 parts: a technical offer, a financial offer + a HR offer
- Together, they form a large body of work containing a high level of detail



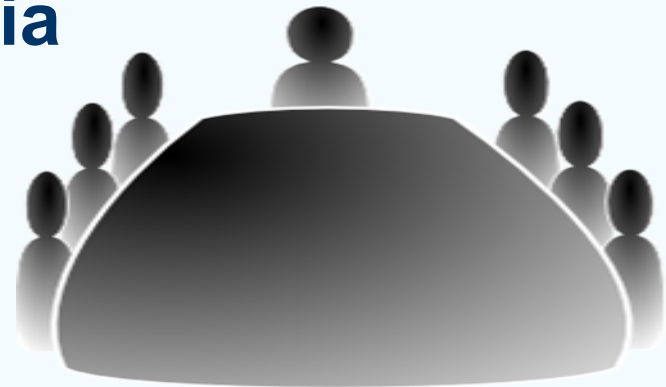
Big Project World in Palestine

- It is time consuming + costly to produce -
+ only one proposal can be selected so...
- The short-listed implementing agents tend to be large, international companies / institutions which have assembled a consortium of partners to provide the necessary experience + capability to deliver the project, + also join in obtaining the bank guarantee



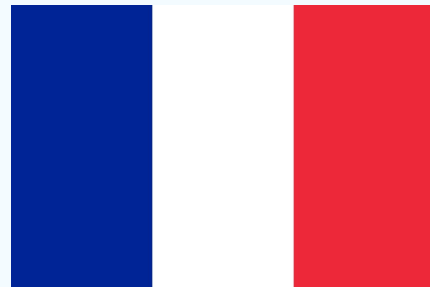
Big Project World in Palestine

- The proposals are submitted to the donor
- The donor appoints an Evaluation Committee
- This assesses each part of the proposals against predetermined criteria
- The winner is the one with the highest total score for all three parts
- A contract is drawn up between the beneficiary + successful implementing agent
- The project can begin!



Where Do BSOs Fit In?

- Large international donors are often part of or affiliated to their home country government
- They like to deal with governments + tend not to deal with private organisations such as BSOs (it is not unheard of, but it doesn't happen often)



Where Do BSOs Fit In?

- It is also unlikely that BSOs would want to be an implementing agent (i.e. setting up a project office, recruiting + hiring experts, writing inception + progress reports, managing teams, balancing budgets + physically implementing a project)
- Rather, a BSO is more likely to want to be the **BENEFICIARY** of a project



Discussion 1 (Group)

Has your BSO or its members been the beneficiary of any previous projects, + what were the outcomes?

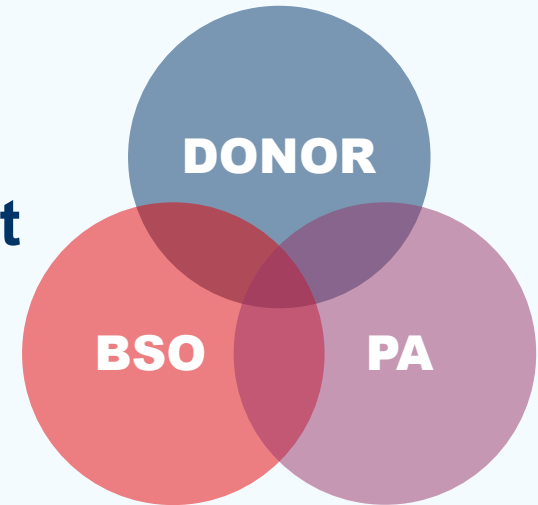


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(5 minutes)

How to Become a Beneficiary?

- **The BSO must:**
 - **Intrinsically link with Ministries to identify areas that government will support as a result of its policies / strategies + identify potential donors**
 - **Determine + agree ways the BSO can benefit (e.g. technical assistance, provision of equipment, capacity building, etc)**
 - **Be actively involved in + influence project design, + get involved in preparing the project brief before the ToR is written**



How to Become a Beneficiary?

- In the early stages, it is all about **high level networking**



- It should be done through umbrella organisations (e.g. FPCCIA, PFI, PalTrade) or institutions which have influence with government

Why Umbrella Organisations?

- In Palestine, a Local Aid Coordination Committee (LACC) works to ensure coherent technical assistance + financial support, in line with national priorities + the OECD-DAC Paris Declaration on Aid Effectiveness, 2005
- Aid is not ad hoc - it is **planned + coordinated**
- The LACC = international donors + Palestinian actors
- Umbrella organisations are a part of the LACC, so can know what will going on before it happens
 - + before the project design stage

More on the LACC

INTERNATIONAL
LEVEL

AD HOC LIAISON COMMITTEE (AHLC)

Chair: Norway Co-sponsors: EUREP, US
Secretariat: World Bank
Members: PA, Gol, Canada, Egypt, IMF, Japan, Jordan,
Russia, KSA, Tunisia, UN

Reviews donor aid strategies + policies

QUARTET

(US, EUREP,
Russia, UN)

LOCAL LEVEL

JOINT LIAISON COMMITTEE (JLC)

(Norway, World Bank,
UNSCO, IMF, US,
EUREP, EU Presidency)

**Follows up on AHLC
decisions + liaises
with the Gol**

TASK FORCE ON PROJECT IMPLEMENT- ATION (TFPI)

(EUREP, World
Bank, US, UNSCO)

Liaises with Gol

LOCAL DEVELOPMENT FORUM (LDF)

Co-chairs: MoPAD, Norway,
UNSCO, World Bank

**Members: All donors, aid
agencies + relevant PA agencies**

**Follows up on aid +
international support issues
in the OPT**

Members of the LDF

- **PA institutions:**
 - MoNE, MoA, MoEHE, MoF, MoH, MoPWH, MoSA
- **Donor countries:**
 - Australia, Austria, Belgium, Brazil, Canada, Chile, China, Czech Republic, Denmark, EUREP, Egypt, Finland, France, Germany, Greece, India, Ireland, Italy, Japan, Jordan, Netherlands, Poland, Portugal, Russia, Slovenia, Spain, Sweden, Switzerland, Turkey, UK, USA
- **International bodies + NGOs:**
 - FAO, IMF, OCHA, Office of the Quartet, UNDP, UNESCO, UNFPA, UNICEF, UNRWA, WFP, WHO, AIDA

LACS is the Secretariat

What Does the LDF Do?

INFRASTRUCTURE STRATEGY GROUP (ISG)

GOVERNANCE STRATEGY GROUP (GSG)

SOCIAL DEVELOPMENT STRATEGY GROUP (SDSG)

ECONOMIC STRATEGY GROUP (ESG)

Co-chairs: MoF, World Bank

Members:

PA institutions: **MoNE**, MoA, MoPAD, OoP,
PMA

Donor countries: EUREP, France,
Germany, Norway, Spain, UK, USA,
Netherlands

International bodies + NGOs: FAO, IMF

Observer: Office of the Quartet

The Economic Strategy Group

FISCAL SECTOR WORKING GROUP (FSWG)

Chairs: MoF, IMF

AGRICULTURE SECTOR WORKING GROUP (FSWG)

Chairs: MoA, Spain
Technical Advisor: FAO

MICRO + SMALL FINANCE TASK FORCE (MSFTF)

Chairs: PME, USA
Technical Advisor: UNRWA

PRIVATE SECTOR DEVELOPMENT + TRADE SECTOR WORKING GROUP (PSDTWG)

Chairs: **MoNE**, World Bank

Technical Advisor: **PSCC**

Members: OoP, MoPAD

Donors: Canada, EUREP, France,
Germany, IDB, IFC, Italy, Japan,
Netherlands, Spain, Sweden, Switzerland,
UK, UNDP, UNRWA, USA

Private sector organisations: Bankers'
Association, Construction Union,
FPCCIA, Insurance Union, **PFI**,
Palestinian Businessmen Association,
PalTrade, PITA, Portland Trust, Shippers'
Council, Tourism Association
Observer: Office of the Quartet

What Does the PSDTSWG Do?

- A forum for information sharing + coordination between donors + the PA on PSD + trade issues + MoNE priorities / strategies
- Assists donors to align aid to PA national private sector plans + strategies
- Supports development of + updates sector strategies in line with national plans + budgets
- Coordinates + harmonizes donor assistance to prevent duplication
- Carries out dialogue to identify PA priorities + readiness / availability of the donor community to fund sector programmes

What Does the PSDTSWG Do?

- Is the main information point for sector needs + achievements, donor funding + sector gaps
- Develops joint indicators + monitors the sector
- Prepares sector reviews + programme-based approaches

Since September 2010, it
has 4 Thematic
Groups (TGs):
World Trade Organisation
TG Institution Building TG
Gaza TG
SME TG

Conclusions

- Large projects + their funding are determined + devised long before they are announced
- They are not ad hoc but carefully planned + coordinated
- Decisions are made by international donors in conjunction with the PA, together with Palestinian organisations which may become involved in the process



Conclusions

- To become a beneficiary of “Big Project” funds, a BSO should network with the decision makers
- This means the local Chambers working through the FPCCIA, or the specialized unions through PFI, etc
- Networking with donors is thus usually the role of the BSO leader or its board members



Discussion 2 (Group)

How much involvement does your BSO have with the LACC, + how effective is it in finding out what is going on?



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(5 minutes)

Identifying Donors + Funds

PSD Donors in Palestine

- Not all donors are big or affiliated to international governments + part of “The Big Project World”
- There are many small foundations + charitable trusts that may operate outside of this + **fund smaller + / or individual projects**

HOW DO YOU FIND THEM?

PSD Donors in Palestine

- Identifying donors is not difficult
- A good place to start is the World Wide Web
- Type “List of Development Aid Agencies”, “...Charitable Foundations”, “...Donors”, etc. into a search engine + see what happens!
- There is wealth of information out there if you are willing to put in some time + hunt for it



PSD Donors in Palestine

- You can also buy lists of donors on the Web
- They can be expensive
+ you may need to
subscribe to the
providing organisation
(+ they may not always
be necessary!)
- However, identifying the
RIGHT donor
is another matter



PSD Donors in Palestine

- Each donor has its own mandate which dictates what it will support
- Their websites should give you information about this
- If they do not provide a specific mandate, find out what projects they have previously supported (e.g. in their “success stories”, press releases, newsletters, etc)
- You are looking for donors interested in funding activities in the areas you want to develop

PSD Donors in Palestine

- You can also find out which donors have funded recent PSD projects in Palestine
- And PSD projects in the region as donors may be interested in “hopping over the border” with their cash
- The PSDCP has carried out a brief review of recent PSD projects in Palestine + identified some to start you off
- Look separately for others + smaller ones



Handout 4.1

“Some Recent PSD Donors to Palestine”

Some PSD Donors to Palestine

AFD	ILO	Qatar Charity
BTC	Italian Cooperation Agency	SDC
CIDA	ITC	SIDA
DFID	IYF	SPARK
EU	JICA	TTC
FAO	KOICA	UNDP
GiZ / BMZ	Mercy Corps	UNRWA
IDB	NRO	USAID
IECD	Portland Trust	UNIDO
IFC	PUM	World Bank

Discussion 3 (Group)

Which other PSD donors are known to you?



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(5 minutes)

The Donor Matrix

What is a Donor Matrix?

DONOR MATRIX

A summary table
of potential donors
+ the types of things
they might fund

How to Prepare a Donor Matrix

- Draw up a table
- List the donors you want to investigate in the far left column
- List the areas in which you are looking for funding in the top row
- Research each donor in turn
- Tick the corresponding boxes where a donor provides funds + cross them where it does not

Example - Donor Matrix

	Technical Skills Development	Encouraging Entrepreneurship	Supporting Innovation
Donor A			
Donor B			
Donor C			
Donor D			
Donor E			

**When Does a BSO
Write a Proposal?**

When Does a BSO Write a Proposal?

There are
MANY
OCCASIONS
when a BSO
might write a
proposal

When Does a BSO Write a Proposal?

- A donor is funding a large project
- The beneficiary or Technical Assistance Team calls for proposals for participation in it (e.g. the PSDCP called for proposals from clusters wishing to be included)
 - An advertisement is placed in the public domain
 - Your proposal will be competing with a few others that are most probably known to you
 - **It needs to be better than the rest**

When Does a BSO Write a Proposal?

- A donor or beneficiary asks you + some others to submit a proposal for something specific (i.e. you have already been short-listed to deliver something that has been decided on by the donor which will meet its objectives)
 - Your proposal will be competing with fewer proposals
 - It still **needs to be better than the rest**

When Does a BSO Write a Proposal?

- You have thought of a project that will meet a specific need of your members
- You want to try to obtain funding by approaching individual donors or organisations
 - Your proposal will not be competing at the same time with many others, but there are a lot of people looking for money + donors get hundreds of requests for support
 - It **needs to be top notch + very persuasive**

Discussion 4 (Group)

**Which scenario is most common
for your BSO?**



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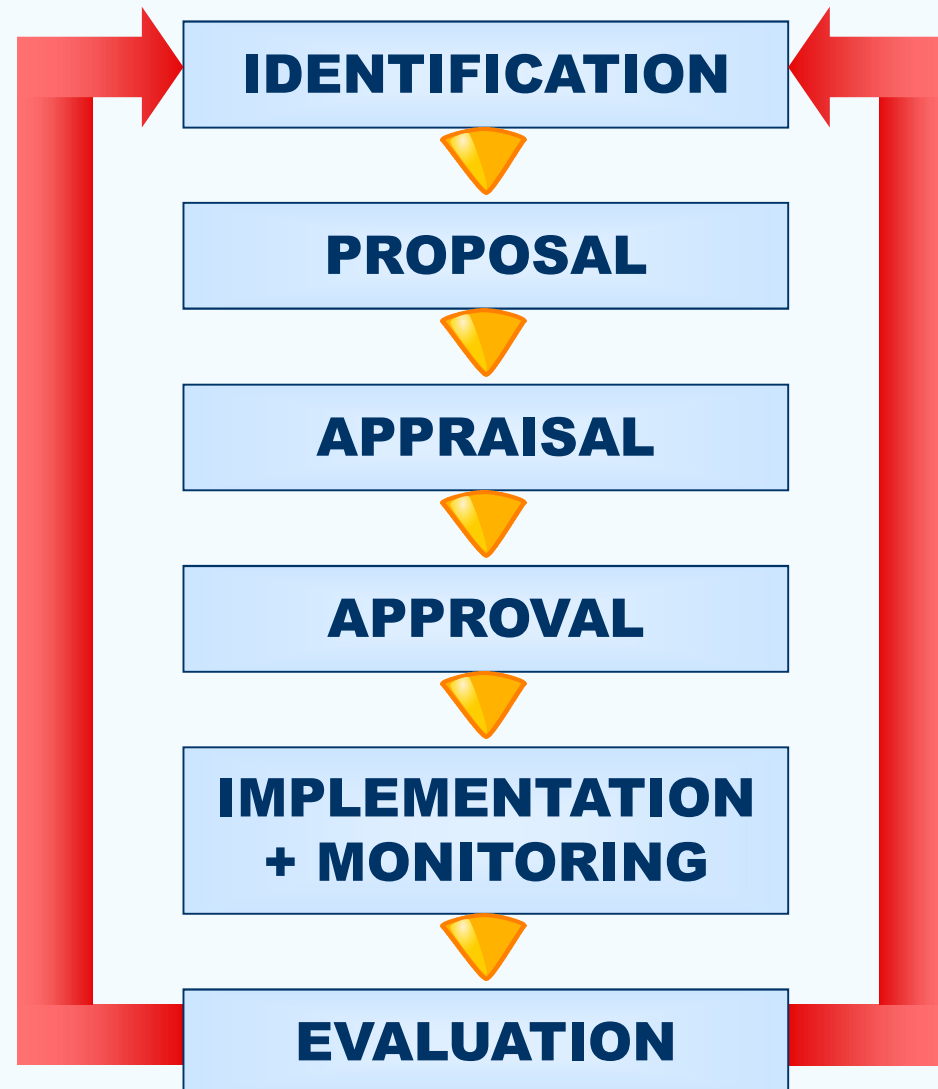
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What is a Project Proposal?

What is a Project Proposal?

- A detailed description of a series of activities aimed at solving a certain problem
- It contains, amongst other things:
 - Problem statement
 - Justification
 - Purpose (may be called a goal) + objectives
 - Strategy (i.e. methodology) + activities
 - Expected outputs + outcomes
 - Activity implementation timeline
 - Methods of M+E + sustainability
 - Resources required (financial, material + people)

Typical Project Cycle



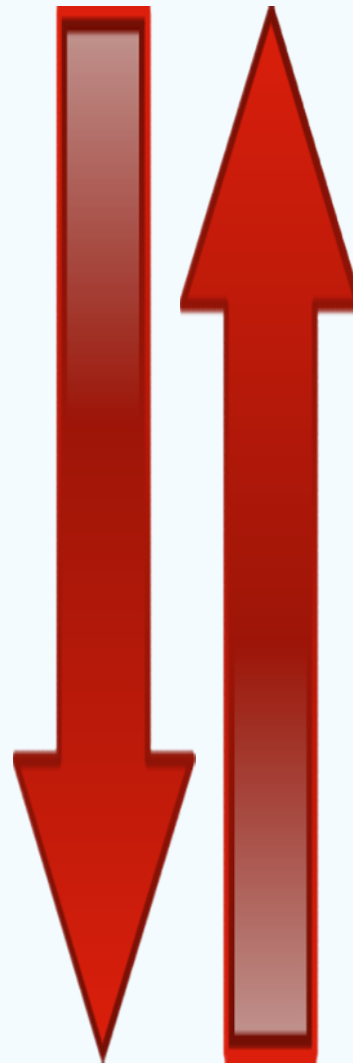
Identifying the Problem

Identifying the Problem

- What is the **REAL** reason or for the project?
- Understanding the **cause-effect relationship** between the reason for a problem + its effect is critical to writing a proposal
- A tool called a Problem Tree is often used, where you climb up + down the tree to get to the root of a problem + understand the situation better

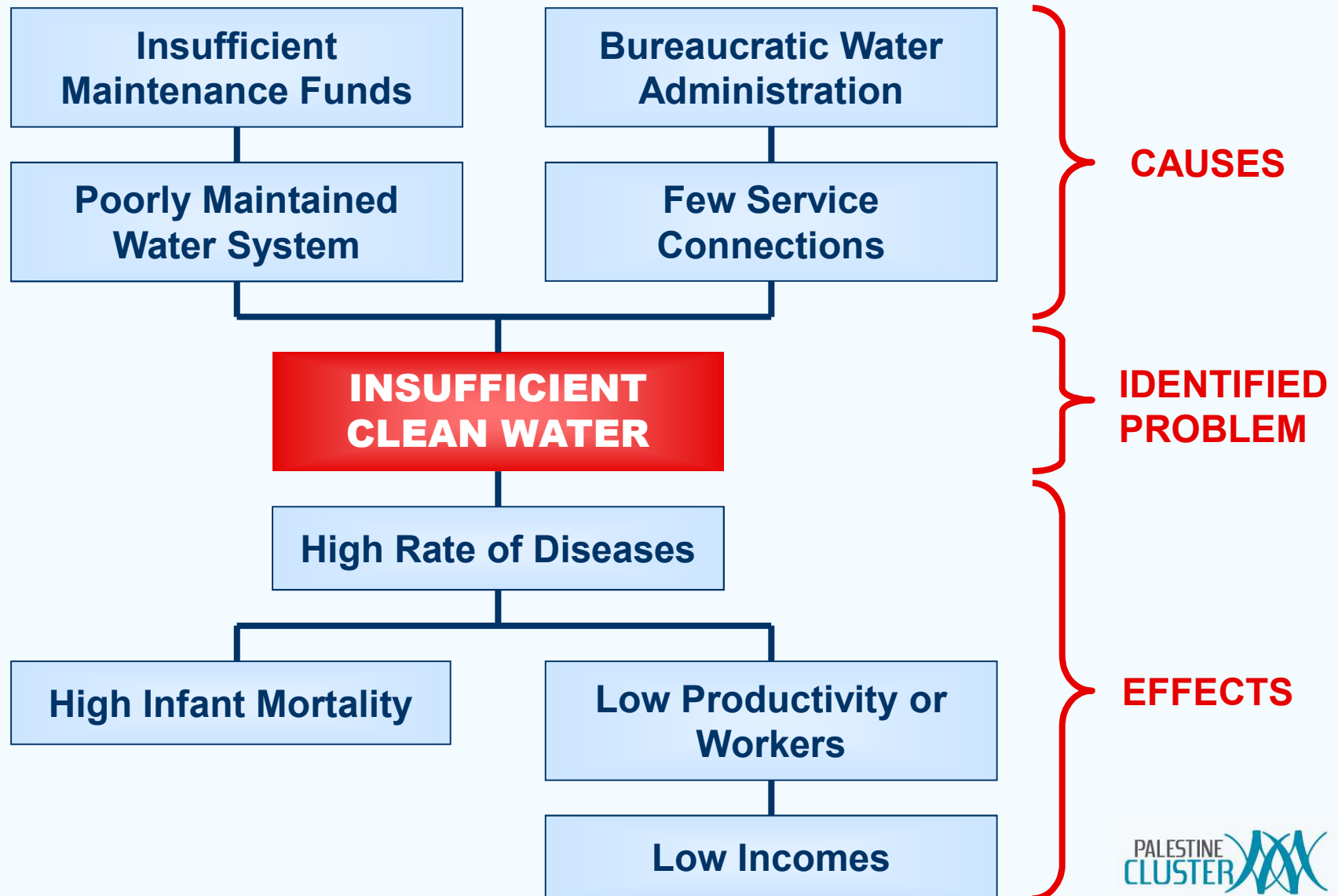


Problem Tree



Goals
Objectives
Activities or Inputs
Outputs
Outcomes
Impact
Indicators
Means of Verification
Risks + Assumptions
Costs

Example - Problem Tree



**Please form teams of 4-6 people.
You will be working together on a
very simple case study throughout
this presentation to build your
knowledge AND YOUR SKILLS**



Exercise 1 (Team)

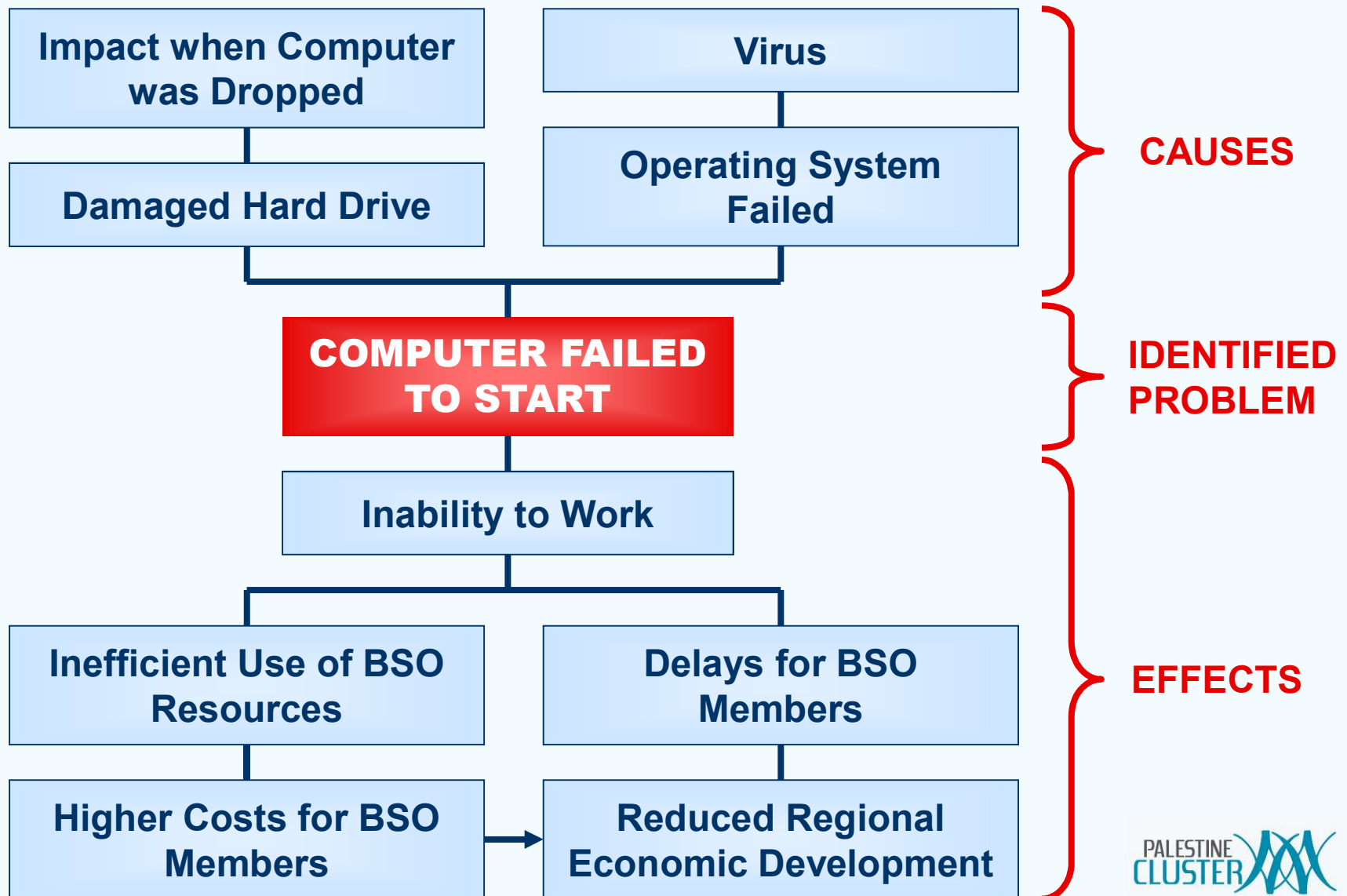
You work for a BSO + you dropped your laptop on the way into the office this morning. It has failed to start. All you have is a black screen + a blinking white cursor! Develop a Problem Tree



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(15 minutes)

Example - Problem Tree



Priority Needs

- Now that you have established the causes of the problem, determine the needs to be addressed + prioritize them
- Methods of prioritization should be fact based where possible (e.g. a poll of, stakeholders or target beneficiaries, a focus group consensus, estimated cost of the actions required, etc)
- Let us assume for the case study, that the priority need is to replace the hard drive

Recommended Approach

The Approach

- There are many approaches to proposal writing
- In today's world, everything is “goal oriented”
- One goal oriented approach was developed by USAID in 1970s + is today in widespread use by donor organisations (some demand it)
- It is called the:

**LOGICAL FRAMEWORK
APPROACH (LFA)**

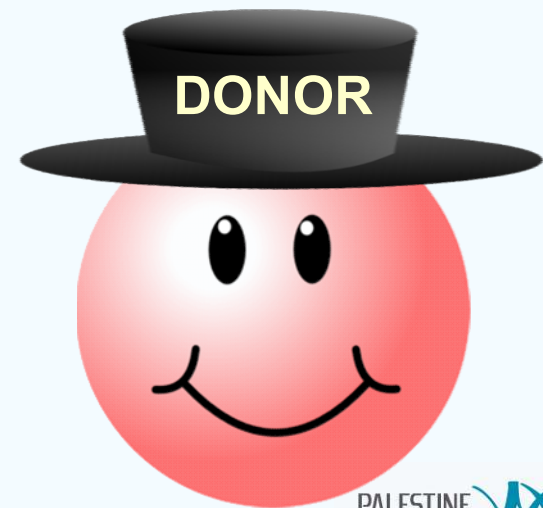
What Does the LFA Do?

- Provides clear, concise, systematic information about a project
- Covers all components (e.g. goal, objectives, activities, results + indicators)
- Connects them in one framework, shows the relationships between them + how they lead to achievement of expected outcomes
- It is **participative**, + usually developed with stakeholders in a workshop environment

Advantages for Donors

- Problems are analysed systematically
- Objectives are clear, measurable + logical
- Risks + conditions for success are into account
- There is an objective basis for M+E
- Your proposal is:

**MEANINGFUL
COHERENT
EASILY UNDERSTOOD**



The Process - Analysis

- **The Problem:**
 - Identifying stakeholders, their key **problems**, constraints, opportunities + cause-effect relationships
- **Objectives:**
 - Developing **objectives** from the identified problems
 - Identifying relationships between the means + the ends
- **Strategy:**
 - Identifying different strategies to achieve the developed objectives (overall + / or specific)
 - Choosing **one or more strategies**

The LFA Process - Planning

- **Logframe:**
 - Defining the project structure, testing its logic + formulating **objectives in measurable terms** + determining **resources + cost**
- **Activities:**
 - Determining the **sequence + relationships between activities**, estimating the **times needed**, determining the **main stages** + assigning **responsibilities**
- **Resources:**
 - Developing the **input schedule + budget** from the activities

Handout 4.2

“A Generic Working Logframe”

A Generic Working Logframe

Costs	Budgetary explanations			
Assumptions + Risks	External factors affecting project progress			
Means of Verification	Data or information on which the indicators will be measured or monitored			
Indicators	Measures of the results (i.e. outputs) which give a sense of what has been or will be achieved			
Impact	The longer-term result that will occur as a result of project activities			
Outcomes	Results that have been or will be achieved after a period of time			
Results or Outputs	Immediate results that will be achieved soon after completion of any specific project activity or the project			
Activities or Inputs	Activities to be undertaken by the project to achieve the objectives			
Objectives	Specific objectives the project aims to achieve within the stated timeframe			
Goal	Very general, high-level + long-term objective of the project			

Exercise 2 (Team)

**Your computer's hard drive has crashed!
Develop a simple Logframe
for a project to repair it**



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**Handout 4.3
Generic Working
Logframe
(Template)**

(15 minutes)

Exercise 2 - Worked Example

- **Goal:**
 - Very general, high-level, long-term objective of the project you are proposing
 - To enable the BSO to meet the needs of its members + effectively support the development of the regional economy
- **Objectives:**
 - Specific objectives the project aims to achieve within a stated timeframe
 - To have the computer working by the end of the day

Exercise 2 - Worked Example

- **Activities or Inputs:**
 - **Activities to be undertaken during the project to achieve the objectives**
 - **Establish hard drive requirements of the computer**
 - **Source an appropriate hard drive**
 - **Purchase the hard drive**
 - **Remove the faulty hard drive**
 - **Install the replacement hard drive**
 - **Reload the operating system**
 - **Load privately owned software packages**
 - **Download anti-virus software**
 - **Retrieve personal data from the back-up source**

Exercise 2 - Worked Example

- **Results or Outputs:**

- Immediate results that will be achieved soon after completion of any specific project activity or the project overall
- **Computer will be operational**
- **Computer will have appropriate software**
- **Computer will be connected to the World Wide Web**

- **Outcomes:**

- Results that will be achieved immediately + / or after a period of time
- **I will be able to resume work**

Exercise 2 - Worked Example

- **Impact:**

- The longer-term result that will occur as a result of project activities
- The BSO will regain its capacity to function normally

- **Indicators:**

- Measures of the results (i.e. outputs) which give a sense of what has been / will be achieved
- Computer starts correctly by lunchtime on Day 1
- Computer will have all software loaded by tea time on Day 1
- Computer will connect to the internet by the end of Day 1
- I will resume work early morning of Day 2

Exercise 2 - Worked Example

- **Means of Verification:**
 - Data or information on which the indicators will be measured or monitored
 - Receipt for the replacement hard drive
 - Job sheet for IT Department labour
 - Internet connection log in the IT Department
- **Assumptions + Risks:**
 - External factors affecting project progress
 - Assumption: There is sufficient money available in petty cash to purchase a replacement hard drive
 - Risk: The supplier has a suitable hard drive in stock

Exercise 2 - Worked Example

- **Cost:**

- **Budgetary explanation**

• Replacement hard drive	US\$	100
• Transport to collect the hard drive	US\$	20
• Labour of IT Department	US\$	80
• Licence for operating system	US\$	60

	US\$	260

Logframe Variations

- Different terms can be applied to the various parts of the Logframe by different donors - but they basically mean the same
- If you understand the general principles, it is easier to complete the Logframes of the many different donors
- It is important to use the donor's preferred format as the donor will have a systematic way of evaluating + comparing the proposals it receives

Handout 4.4

“EU Logframe”

EU Logframe

	Intervention Logic	Objectively Verifiable Indicators of Achievement	Sources + Means of Verification	Assumptions + Risks
Overall Objective	Broader objectives that the action will contribute to	Key indicators related to the overall objectives	Sources of information for these indicators	
Specific Objective	Specific objective the action is expected to achieve to contribute to the overall objective	Indicators that clearly show that the objective of the action has been achieved	Sources of information that exist or can be collected + methods required to get this information	Factors + conditions outside the beneficiary's control necessary to achieve the objective (i.e. external conditions) + risks to be taken into consideration
Expected Results	Outputs / results expected to achieve the specific objective (quantified)	Indicators to measure whether + to what extent the action has achieved the expected results	Sources of information for these indicators	External conditions that must be met to obtain the expected results on time
Activities	Key activities to be carried out to produce the expected results (group activities by result) = milestones	The resources required to implement the activities (e.g. personnel, equipment, training, studies, supplies, operation facilities)	Sources of information about activity progress + costs (i.e. the activity costs + how they are classified - broken down into a budget)	Pre-conditions required before the action starts + conditions outside the beneficiary's direct control that have to be met for the implementation of the planned activities

Handout 4.5

“DFID Logframe”

Handout 4.6

“AUSAid Logframe”

Developing Logframes

Tips

**Show a clear relationship
between the different parts
of the project**



**Align goal to objectives,
objectives to activities,
activities to results
+ results to indicators**

Developing Logframes

**A Logframe
is the basis
for writing
a proposal**

Developing Logframes

More Tips

Do not leave the LF until last



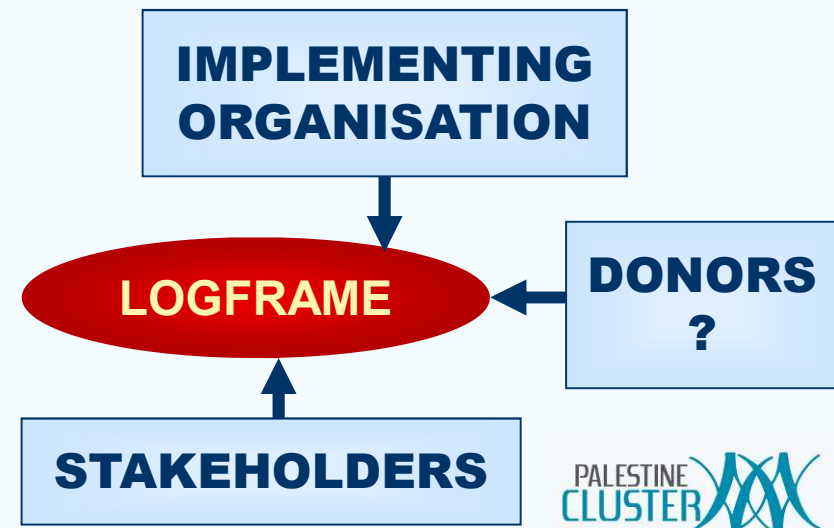
IT COMES FIRST!

Keep returning to it as you write your proposal, as you will need to add to / change it as you go along

Who Gets Involved?

Who Gets Involved?

- A basic principle of the LFA is that it is **participatory**
- Without involvement of stakeholders, the Logframe cannot be complete as it represents the ideas + concerns of everyone involved
- Tools such as stakeholder analysis, organisational analysis + SWOT analysis can be very useful at this point



Who Gets Involved?

- A workshop is a good, often used participative environment for developing Problem Trees + Logframes



**ALL MAJOR
STAKEHOLDERS
SHOULD BE
INVITED**

Developing Logframes



Tip

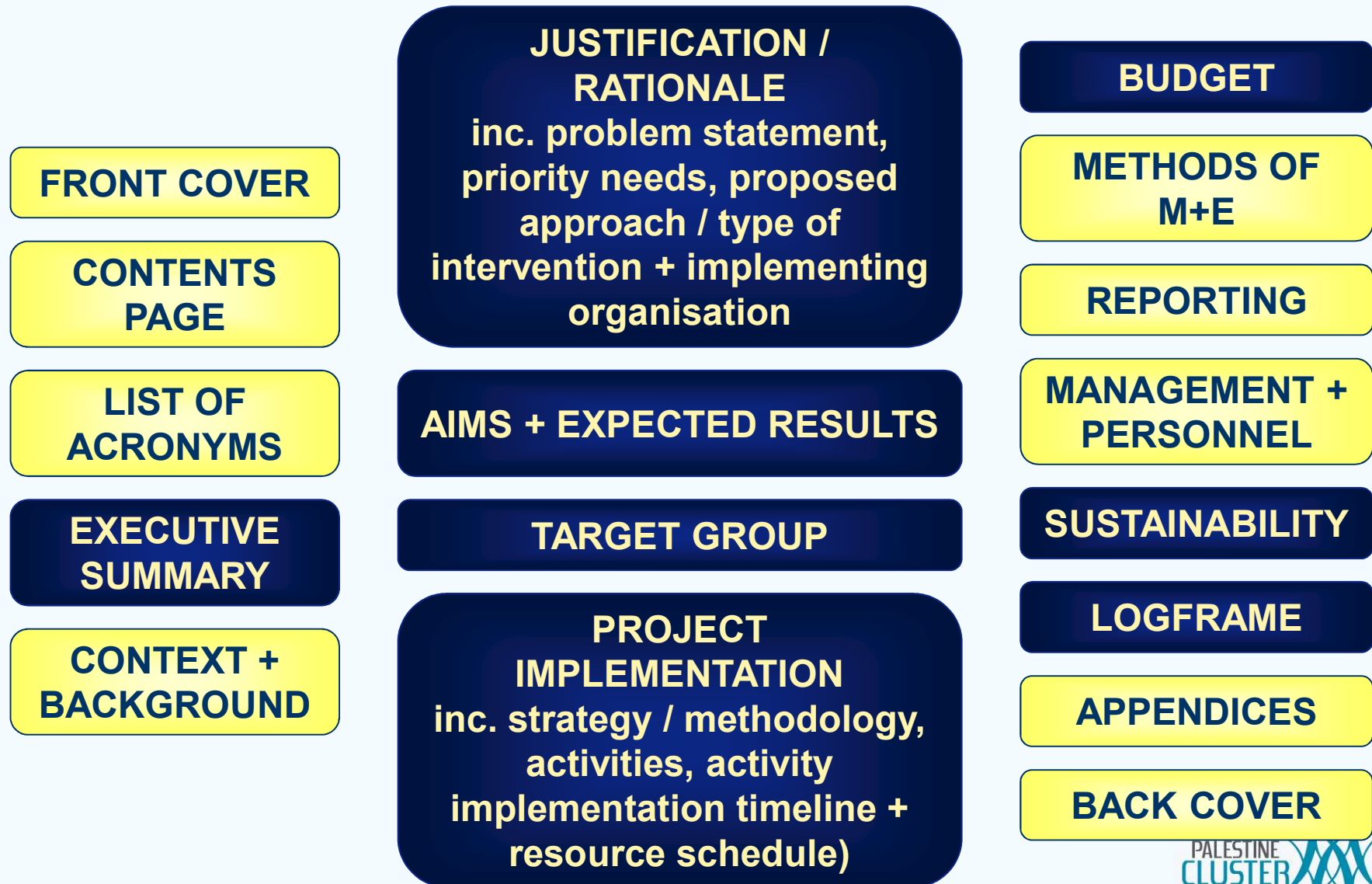
Use a flipchart during discussions + then transfer your information to the proper format

**Now You Can Start
Writing!**

It's Not Difficult!

- **You have prepared the Logframe, so writing the proposal becomes relatively easy because...**
- **You have identified + understood the problem + worked logically to define + determine the objectives + activities**
- **The Logframe is basically the whole project proposal in one table, with brief descriptions of the objectives, activities required, expected results + outcomes + other salient points**

A Proposal Structure



Front Cover

Front Cover

- It needs to stand out - smart but eye catching
- Make it neutral or relevant to the project
- Simple is often best
- Use large, clear text
- Indicate:
 - Project title (short, concise + preferably refer to a key project result or activity - if too long or general, it can fail to provide an effective snapshot of what is inside)
 - BSO name + potential partners, if any
 - Name of the donor that the proposal is addressed to
 - Place + date of proposal preparation

Contents Page

Contents Page

- You need one if the proposal is >10 pages long
- If you use an automatic contents page feature in your software, check all the numbers correspond correctly with the text
- If you have used section breaks in your proposal, make sure the page numbering system + headers / footers are continuous throughout

List of Acronyms

List of Acronyms

- The first time an acronym occurs in the text, use the full wording + place the acronym immediately following it in brackets. After that, use the acronym alone
- If you use it only once, use the full wording instead
- Do not include Latin abbreviations which are part of normal vocabulary (e.g. etc., e.g.)
- Check your document thoroughly to make sure you have not missed any (+ get someone else to check it too!)

Executive Summary

Executive Summary

- Also called an “abstract”
- People who do not want to read the whole document immediately read this
- It is a 1 page summary of the project
- Include:
 - A statement of the problem
 - The project’s objectives
 - A bit about the implementing organisation(s)
 - Key project activities
 - Total project budget

Context + Background

Context + Background

- Also called an “overview”
- Describes the social, economic, political + cultural background from which the project emanates
- Put in data from research done during project planning or collected from elsewhere **BUT...**
- Place large amounts of data in an appendix
- Keep the length of this section in proportion to the size of the proposal - short but relevant is good

Exercise 3 (Team)

**Let us take the example of your computer
as the case study**

**Write a short Context + Background for a
proposal to repair it**



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(15 minutes)

Justification / Rationale

Justification / Rationale

- State the overarching rationale for the project
- This is the:

PURPOSE

- Divide the rest of this section into 4 sub-sections:

Problem Statement

Priority Needs

Approach / Strategy

Implementing Organisation

Justification / Rationale

- **PROBLEM STATEMENT**

- Describe the identified problem that the project will solve. You are “making a case” for the project
- Point out how this problem negatively affects the target beneficiary group (+ maybe wider community)
- Explain the target group **needs** which arise as a direct result of the identified problem
- This uses your work on the:

DECISION TREE

Justification / Rationale

- **PRIORITY NEEDS**
- Prioritize the needs
- Explain how you have prioritized the target group needs (e.g. survey of cluster members, participative workshop, focus group, cost of addressing the needs) + criteria used
- This gives your project proposal credibility
- This uses your work on the:

DECISION TREE

Justification / Rationale

- **APPROACH / STRATEGY**

- Describe your approach / strategy for satisfying the prioritized needs + how it will improve the situation
- Example: If a need is for “better product quality for consumers”, a proposed approach might be “to provide a regional common use testing facility”

DECISION TREE

- Describe specific features of the approach / strategy (e.g. climate controlled laboratory, normal laboratory, administration / records office)

Justification / Rationale

- **IMPLEMENTING ORGANISATION**
- Describe the capabilities of your BSO + refer to its capacity, capability + previous project record
- Describe why your BSO is the best organisation to implement the project (e.g. connections with local businesses, type of expertise it can provide, previous experience implementing a similar project)
- If other partners will be involved, provide similar information about them too

Exercise 4 (Team)

**Write a Justification / Rationale for
obtaining a new hard drive**



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Include:

- a) Purpose**
- a) Problem Statement**
- b) Priority Needs**
- c) Proposed Approach**
- d) Implementing Organisation**

(15 minutes)

Aims + Expected Results

Aims + Expected Results

- Describe the aims + expected results in detail
- This uses your work on the:

LOGFRAME

Exercise 5 (Team)

**Write the Aims + Expected Results for
your case study
(preferably without peeping at the
previous slides!)**



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(15 minutes)

Target Group

Target Group

- Define the target group
- Describe exactly how it will benefit from the project
- Provide a detailed description of the target group (i.e. size + characteristics), + especially of the direct beneficiaries
- Your criteria for analysing + thus describing the target group could be, for example, enterprise size (turnover +/- or no. of employees), product / service type, customer type, location, etc
- If the analysis is very detailed, summarize + put the bulk of the work in an appendix

Exercise 6 (Team)

Define the target group for your proposal



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(15 minutes)

Project Implementation

Project Implementation

- Describe the project **activities** + who will implement them, when + where
- Show the resources needed in detail
- Divide this section into 2 sub-sections:

Activity Plan

Resource Plan

Activity Plan

- Shows the **ACTIVITIES** needed to implement the project
- A narrative should state the project duration + provide specific information + an explanation of each activity within it
- 2 formats are used to support this:

Activity Table

Gantt Chart

Activity Table

- Activities, sub-activities, tasks, timing + allocated responsibilities are shown in a clear + easy to understand tabular way

ER 1: High level of stakeholder involvement		Start	End	Responsibility
Activity 1: Awareness campaign		05.08.15	31.01.16	PC
1.1	Preparation of leaflets	05.08.15	25.08.15	PC
1.2	Distribution of leaflets	01.09.15	30.09.15	PA
Activity 2: Stakeholder meetings		01.09.15	30.11.15	PL
2.1	Focus group meetings	01.09.15	30.11.15	PC
2.2	One-to-one meetings	14.09.15	30.11.15	PC

PL = Project Leader, PC = Project Coordinator, PA = Project Assistant

ER = Expected Result

Gantt Chart

- Activities + tasks are presented in a time frame, showing their sequence + inter-dependence graphically

ER1: High level of stakeholder involvement		Q1	Q2	Q3	Q4	Responsibility		
						PL	PC	PA
Activity 1: Awareness campaign				X	X		X	
1.1	Preparation of leaflets			X			X	
1.2	Distribution of leaflets			X				X
Activity 2: Stakeholder meetings						X		
2.1	Focus group meetings			X	X		X	
2.2	One-to-one meetings			X	X		X	

PL = Project Leader, PC = Project Coordinator, PA = Project Assistant

How to Prepare an Activity Plan

- List all the project's main activities
- Break them down into sub-activities + tasks (to a level so that you can estimate the resources required)
- Assign a leader to each main activity, a responsible person to each sub-activity + an individual to each task (these become their individual goals)
- Relate all main activities, sub-activities + tasks to each other + determine their sequence + inter-dependence (i.e. does any activity depend on the start or completion of any another?)

How to Prepare an Activity Plan

- Prepare a timeline for each task + sub-activity (i.e. a start date, duration + completion date)
- Summarise the scheduling of the main activities (now possible as you have decided the timing + duration of the sub-activities + tasks)
- Determine milestones (i.e. key events which will indicate progress = targets for the team to aim for)
- Define the level + type of expertise needed for each task
- Allocate the tasks + responsibilities among the team (in consultation with them...!)

Exercise 7 (Team)

Prepare an Activity Plan (Gantt Chart) for your proposal + determine milestones



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(15 minutes)

Resource Plan

- Shows the **RESOURCES** needed to implement the project
- An activity might require, for example, room hire, equipment to be purchased or meal allowances. These are the **cost categories** for the activity
- For each cost category, identify the unit, number of units required + when, + estimated cost per unit
- This enables you to calculate the cost of each sub-activity, each main activity + project overall
- The information becomes the basis for the Budget

Resource Plan

**THE RESOURCE PLAN IS IMPORTANT
+ REQUIRES A HIGH LEVEL OF
DETAIL**

**WE WILL TAKE SOME TIME HERE TO
UNDERSTAND IT**

Let us look at an example

	Unit	Quantity				Cost / Unit	Fund Source	Cost				Total Cost
		Q1	Q2	Q3	Q4			Q1	Q2	Q3	Q4	
ER1: High level of stakeholder involvement												395
Activity 1: Awareness campaign												45
1.1	Preparation of leaflets											40
Artwork	Ea			1		10	Donor			10		10
Printing	Ea			1		30	Donor			30		30
1.2	Distribution of leaflets											5
Postage	Ea			1		5	Donor			5		5
Activity 2: Stakeholder meetings												350
2.1	Focus group meetings											210
Room hire	Ea			1	1	50	BSO			50	50	100
Equipment	Ea		1			50	BSO		50			50
Salary	Ea			1	1	10	Donor			20	20	40
Transport	Ea			1	1	10	Donor			10	10	20
2.2	One-to-one meetings											140
Transport	Ea			1	4	10	Donor			10	40	50
Salary	Ea			1	5	15	Donor			15	75	90

Resource Plan

- Do not try and put the Resource Plan in its entirety into the main body of the text - it forms an appendix!
- Instead, pull out the main activities + prepare a **summary table** for inclusion here
- It should be on 2 pages maximum



Exercise 8 (Team)

Prepare a Resource Plan for your proposal

Assume the following costs:

New hard drive = \$100

Transport to collect it = \$20

IT Department labour = \$80

Operating system license = \$60



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(15 minutes)

Budget

Budget

- A summary of the financial flows in + out of the project over a specific period of time
- **Financial flows in** (i.e. income) can come from the donor, BSO, target group contributions, training course attendance fees, etc
- **Financial flows out** (i.e. expenditure) are whatever the project spends
- Budget format + procedures / reporting may vary + are usually determined by the donor, but in general you need to show

INCOME, EXPENDITURE + CASH FLOW

Budget

- The Budget is important because it...
 - Says how much money you need + when
 - Shows that you will not run out of cash during implementation + need to ask for more
 - Provides evidence of good project planning
- Put a **summary** in the main body of the text
- A more detailed version (i.e. your working document used to produce the summary) showing the breakdown of costs in as much detail as possible forms an appendix

Example - Summary Budget

INCOME		EXPENDITURE	
Donor	245	Direct Costs:	
BSO	150	Promotional materials	40
		Postage	5
		Equipment	50
		Transport	70
		Room hire	100
		Fixed / Operational Costs:	
		Salaries	130
	395		395

CASH FLOW

	Q1	Q2	Q3	Q4	Total
Balance Carried Forward	0	50	200	195	
INCOME					395
Cash injection (donor)		100	145		245
Cash injection (BSO)	50	100			150
EXPENDITURE					395
Fixed Costs:					130
Salaries			35	95	130
Direct / Operational Costs:					265
Equipment		50			50
Artwork + printing			40		40
Postage			5		5
Room hire			50	50	100
Transport			20	50	70
Balance to Carry Forward	50	200	195	0	

A Note on Costs

DIRECT COSTS

are those
connected to
a specific activity
(e.g. staging a focus
group meeting)

FIXED OR OPERATIONAL COSTS

are those
connected to
internal activities of
the project
(e.g. salaries, rent,
utilities, etc)

Exercise 9 (Team)

Prepare a Budget for your proposal



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(15 minutes)

Methods of M+E

Methods of M+E

- The basis for monitoring is established when indicators are determined for the expected results during preparation of the Logframe
- Indicate:
 - WHAT activities will be conducted to **MONITOR** progress
 - HOW they will be performed
 - WHEN they will happen
 - WHO will undertake them
 - WHICH methods will be used to **EVALUATE** the monitoring data
 - WHO will do the evaluation

Exercise 10 (Team)

**Develop Methods of M+E
for your proposal**



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(15 minutes)

Reporting

Reporting

- The schedule for reporting (project progress + financial) is usually stated in the proposal
- Dates are often set by the donor to coincide with their own reporting times
- Reports can be compiled in different formats, but if a format is specified by the donor, it is imperative that this is followed
- If you are able to choose your own format, pick one with the target readership in mind

Exercise 11 (Team)

**Develop a section for Reporting
for your proposal**



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(15 minutes)

Management + Personnel

Management + Personnel

- **Briefly describe the:**
 - Personnel that will implement the project
 - Roles they will play
 - Mechanisms for communication between them
- **Attach all additional information (e.g. CVs) in the appendices**

Exercise 12 (Team)

**Develop a section for Management +
Personnel for your proposal**



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(15 minutes)

Sustainability

Sustainability

- All donors want to know that their money is being well spent + that the **benefits or outcomes** of the project will continue for a time after the project end
- Explain why + how the benefits or outcomes will be sustainable



Exercise 13 (Team)

**Develop a section for Sustainability
for your proposal**



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(15 minutes)

Logframe

Logframe

- **Include your Logframe here**
- **If it is large, it can go in the appendices instead**

Exercise 14 (Team)

Prepare an Executive Summary for your proposal (1 page maximum)



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Include:
a statement of the problem,
the project objectives,
a bit about the
implementing organisation,
key project activities +
total project budget

(30 minutes)

Appendices

Appendices

- **Include all important information which is too large to go in the main text (it can come from the identification or planning phase or be produced separately)**
- **Common appendices include:**
 - **Analysis related to the general context (e.g. a firm survey)**
 - **Policy + strategy documents (e.g. directorate's PSD plan)**
 - **Information on the implementing organisations (e.g. annual reports, success stories, brochures)**
 - **Additional information on the project management structure + personnel (e.g. curriculum vitae)**
 - **Map(s) of the target area location**
 - **Project management procedures + forms**

Back Cover

Back Cover

- **Don't forget it!**
- **Make sure it ties in with the front cover**
- **Include your organisation's name + contact details**
- **If possible, put a laminated sheet of clear plastic over the front + back covers to protect them**

Extra Tips

Extra Tips

- Put a laminated sheet of clear plastic over the front + back covers to protect them
- Spiral bind (+ leave a bigger margin on the left for this!)
- If you know the donors house colours, try doing your tables + diagrams in these
- Arial 10 point, 1.5 line spacing, justified
- Reference all tables + diagrams
- Don't forget your sources

Extra Tips

- Check spelling (use a spellchecker + ask someone else to read it too)
- Ask them also to check your logic
- Do not use jargon
- Do not use slang (e.g. don't, won't)
- Use the same format for bullets + numbering throughout
- Use paragraphs correctly

Any Questions?



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Handout 4.7

“Donors, Funds + Proposal Writing (Slides)”



Thank You for your Attention

