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# *Proposal Writing*

**24-25 June 2019**

**Vientiane, Lao PDR**



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# *Objective*

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## **After the training, you will be able to:**

- Describe the importance of key elements of a proposal
- Practice writing a proposal
- Apply the knowledge in writing real proposal



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# ***Proposal Writing***

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## **Agenda**

<b>Day 1</b>	<b>Day 2</b>
Overview of a project proposal	Performance measurement framework
Writing executive summary, problem statement	Programme sustainability
Program outcome	Writing exercise
Identifying activities and timeframe	
Budget Planning	



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# *Proposal Writing Overview*

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Executive  
Summary



Problem  
Statement



Programme  
outcome



Activities &  
Timeframe



Budget  
Planning



Performance  
Measurement



Programme  
Sustainability



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## *Executive summary*

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### *What is it?*

An executive summary is a short document or section of a document that summarizes a longer report or proposal in such a way that readers can rapidly become acquainted with a large body of material without having to read it all.

### *What is in the executive summary?*

A brief description of:

**What** – What is this proposal e.g. a proposal to request funding support for...

**When** – The scope of time e.g. when did the dam collapse happen, the time period of the past intervention, and when will the planned activities take place.

**Why** – Why is the cooperation/funding important in fulfilling the objective of the project. Why should the partner/donor care about this project

**How** – How will Lao Red Cross carry out the activities to fulfil the objective.



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## ***Problem Statement (1/3)***

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### ***What is it?***

Problem statement provides readers an understanding of the extent of the problem, the impact it has (socially and economically) and the possible causes of the problem. This “problem” is what you would like to resolve through this program/project.



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## ***Problem Statement (2/3)***

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### ***What should be included in the problem statement?***

- Details of the problem itself
- Impact of the problem (*socially/economically and at local/regional/international level*)
- How has the problem been addressed so far? What are the challenges faced?
- Specify the problem that is expected to be addressed under this program
- Specify briefly how we plan to address the problem
- Specify the end goal of the program (outcome)



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## ***Problem Statement (3/3)***

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### *Exercise:*

- What are the sentences (3) taken from the problem statement
- Hint: They include the context, problem to be addressed by the program, and suggested solutions.





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## ***Program Outcome (1/6)***

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### ***What are they?***

***Program outcome*** describes the end results of the program, what will be achieved when the program is carried out to its completion.



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## *Program Outcome (2/6)*

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### *What should be our program outcome?*

The program outcome should be SMART!

**Specific** answers the questions, "What is to be done?" and "How will you know it is done?" and describes the results (end product) of the work to be done.

**Measurable** answers the question, "How will you know the outcome has been achieved" and defines the outcome using assessable terms



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## *Program Outcome (3/6)*

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***Achievable*** answers the questions, "Can the expected outcome be achieved?"

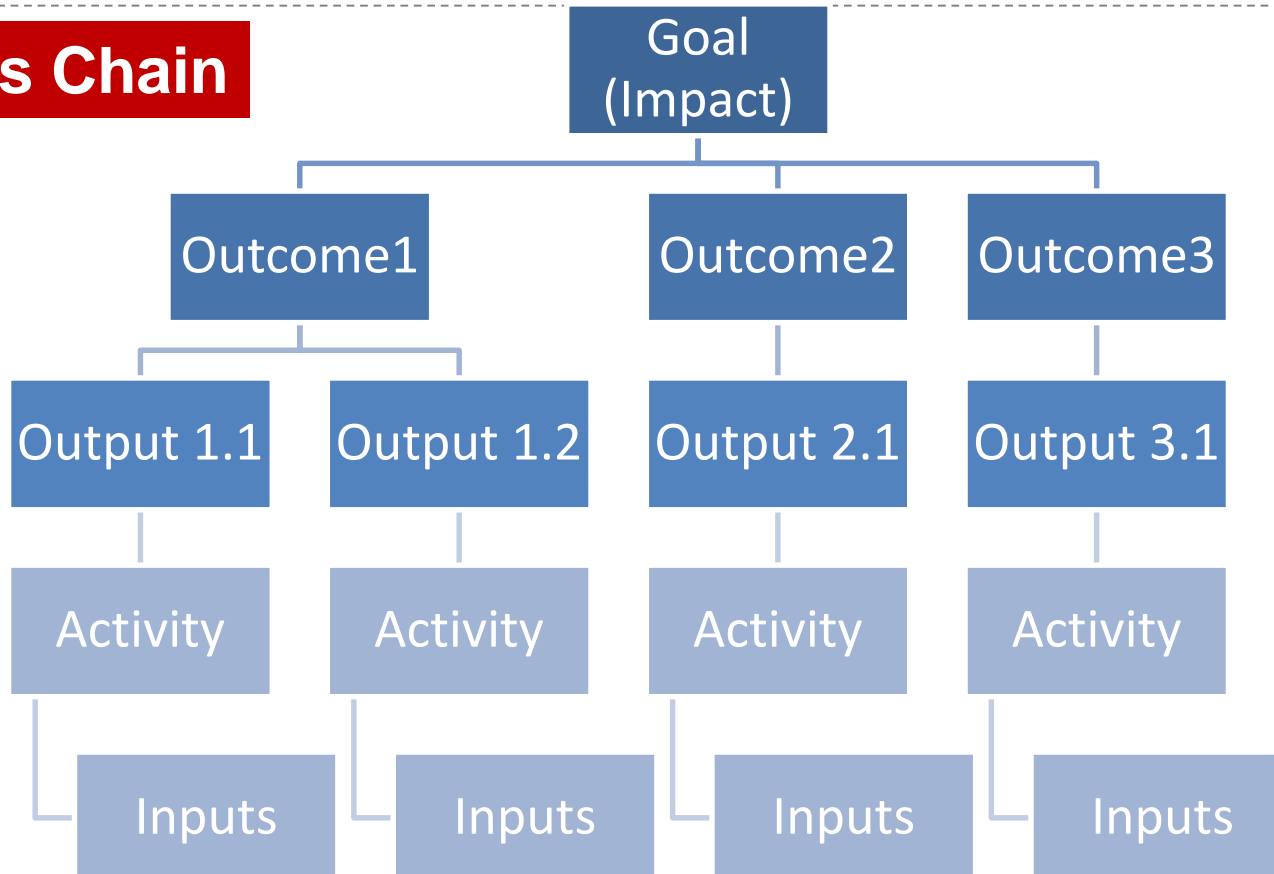
***Relevant*** answers the questions, "Should it be done?" and "Why?" and "What will be the impact?"

***Timebound*** answers the question, "When will it be done?"



## Program Outcome (4/6)

### Results Chain





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## ***Program Outcome (5/6)***

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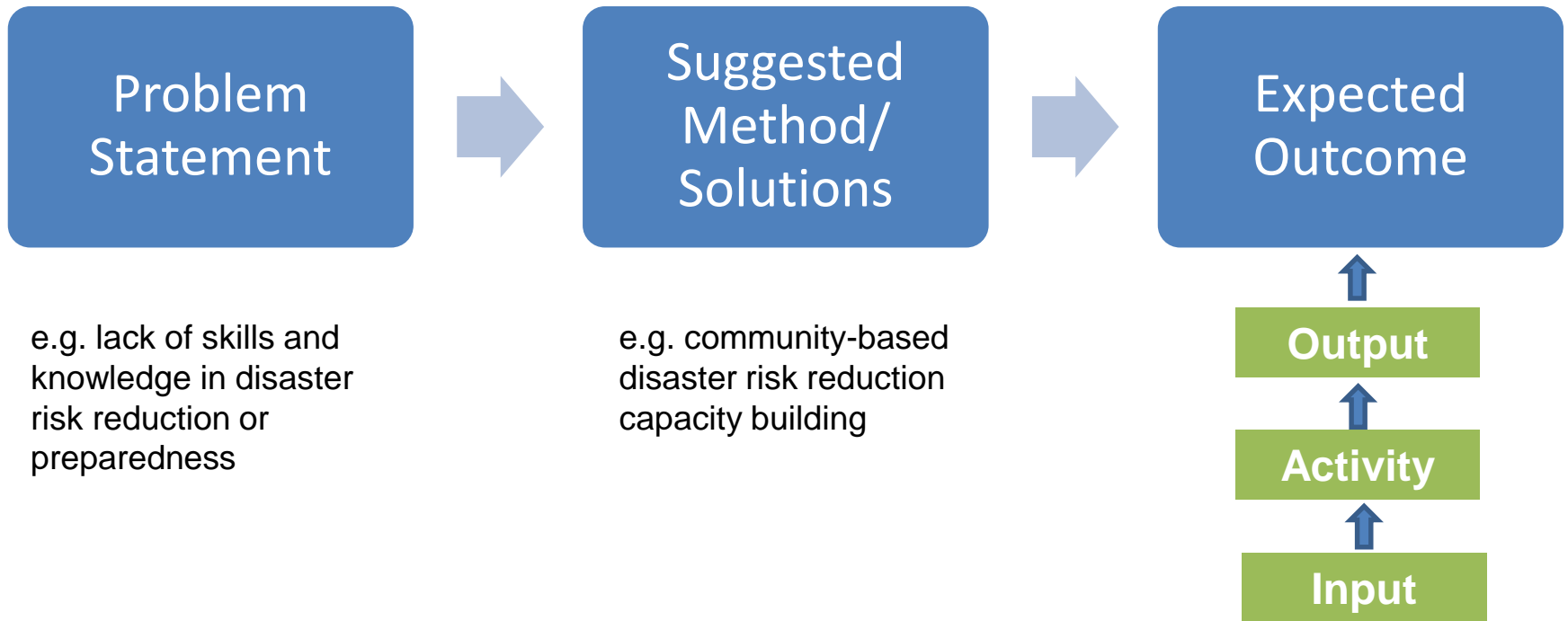
### *Exercise:*

- Find all program outcomes and outputs
- List them according to the right hierarchy



## *Program Outcome (6/6)*

### Thinking Process





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## ***Activities/Timeframe (1/3)***

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### ***What is it?***

This is where we discuss about what are the activities or measures that we plan to take to achieve the expected results.

### ***What should be considered:***

- Available resources/inputs (e.g. personnel, budget and time)
- Are the activities contributing to the outputs?
- What should be the sequences of the activities?
- Invite inputs from other team members for a better coordination of activities



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## ***Activities/Timeframe (2/3)***

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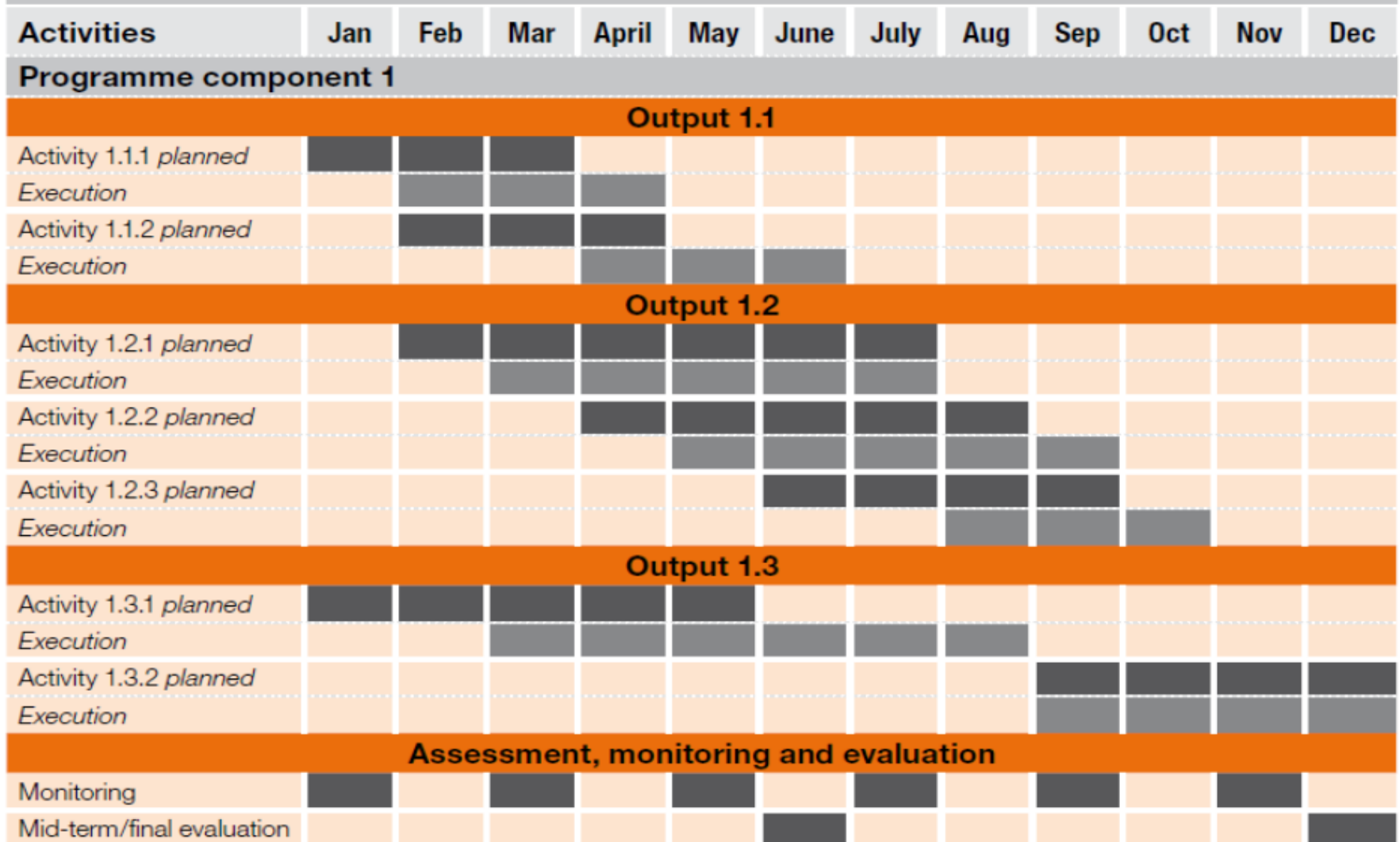
### ***What should be included?***

- Details of the activity (what, when, how and where)
- Present the activity and timeframe in reader's friendly way e.g. Gantt Chart
- Narrative to explain in details the logic of the proposed activities.
- Estimated budget required for conducting the activity (optional)
- (Optional) Include "Management" or "Control" section to explain how you will ensure no fraud or abuse of the support.





FIGURE 16. **Activity schedule (work plan)**





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## ***Activities/Timeframe (3/3)***

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### ***Exercise:***

- Find all activities and place them under the respective outputs



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## ***Budget Planning (1/3)***

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### ***What is it?***

A budget is a financial plan for a project/programme.

It's important that all resources and costs needed for each identified activity are reflected in the budget.

When developing budgets, project managers should have detailed discussions with project staff to ensure all costs are incorporated.



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## ***Budget Planning (2/3)***

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### ***What should be included in a budget?***

- Estimated cost for each activity (if necessary or if it's a big amount, provide a breakdown)
- If the activity spans across a long period of time, cost can be broken down by each year
- Make sure to include monitoring and evaluation of the program as well as indirect costs



# Budget Planning (3/3)

## Budget Planning Template

Outcome 1: (outcome details)							
Output 1.1 (output details)							
Activity No.	Activity Details	By Unit			By Year		
		Cost per Unit (CHF)	Unit	Subtotal (CHF)	Year 1	Year 2	Subtotal
1.1.1	(details)						\$\$\$
1.1.2	(details)						\$\$\$
Output 1.2 (output details)							
Activity No.	Activity Details	By Unit			By Year		
		Cost per Unit (CHF)	Unit	Subtotal (CHF)	Year 1	Year 2	Subtotal
1.2.1	(details)						\$\$\$
1.2.2	(details)						\$\$\$
Outcome 2: (outcome details)							
Output 2.1 (output details)							
Activity No.	Activity Details	By Unit			By Year		
		Cost per Unit (CHF)	Unit	Subtotal (CHF)	Year 1	Year 2	Subtotal
2.1.1	(details)						\$\$\$
2.1.2	(details)						\$\$\$
Other costs							
	Monitoring and evaluation						\$\$\$
	Indirect cost						\$\$\$
	Overhead charge						\$\$\$

Grand total





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# ***Performance Measurement Framework (1/5)***

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## ***What is it?***

This is an outline of the plan to evaluate the process of the Program and to measure the success of the Program against the targets.

***Process evaluation*** looks at how to track the development of the program along the way e.g. setting benchmark and milestones, M&E and reporting schedule.

***Outcomes evaluation*** refers to the Program Outcomes and see how to measure each of the outcome against the target.



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## ***Performance Measurement Framework (2/5)***

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### ***Process evaluation***

- Benchmarking or baseline study
- Monitoring, evaluation and reporting plan for the Program e.g. quarterly, bi-annually, annually etc, depending on how long the Program is.
- Partners' meeting, reflection workshop, or lessons learned workshop



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## ***Performance Measurement Framework (3/5)***

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### ***Outcomes evaluation***

- Refer to the Program Outcomes, at each result level, an indicator and a target should be set.
- Identify measurement method to measure the level of success for each level of the result.





# Performance Measurement Framework (4/5)

## Outcomes evaluation

Objectives	Details	Indicators	Targets	Means of Verification (where & how to get info)
<b>Goal</b>	To reduce impact from disasters and build disaster resilience and preparedness in Attapeu communities	% of people expressed readiness to respond to disaster	80%	Survey of people participated in all activities
<b>Outcome 1</b>	Communities in disaster and crisis affected areas restore and strengthen their safety, well-being and longer-term recovery through shelter and settlement solutions	# of households with safe and adequate shelter and settlements	1,500	Registration form
<b>Output 1.1</b>	Short, medium and long-term shelter and settlement assistance is provided to affected households	# of affected households provided with shelter and settlement assistance	1,500	Registration form
		# of affected households provided with a set of NFIs	1,500	Registration form



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## ***Performance Measurement Framework (5/5)***

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### ***Exercise***

- List all the indicators next to the corresponding Outcome and Outputs.



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# ***Program Sustainability***

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## ***What is it?***

A statement which explain how the impact of the Program Outcomes can be sustained for an extended period, even after the funding finishes.



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# ***Program Sustainability***

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## ***What to include:***

- Indication that we will continue to address the problems and how will we do it.
- How can the Program be scaled-up in the future using what will have been done by this Program.
- Existing policies that support the programme
- Socio-cultural aspects that have impact on motivation and participations
- Using SWOT analysis to highlight the internal and external factors that can support the program
- Describe how the assumption and risks will be monitored
- If relevant, talk about how ownership of the program will be transferred to local stakeholders.



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## ***Program Sustainability***

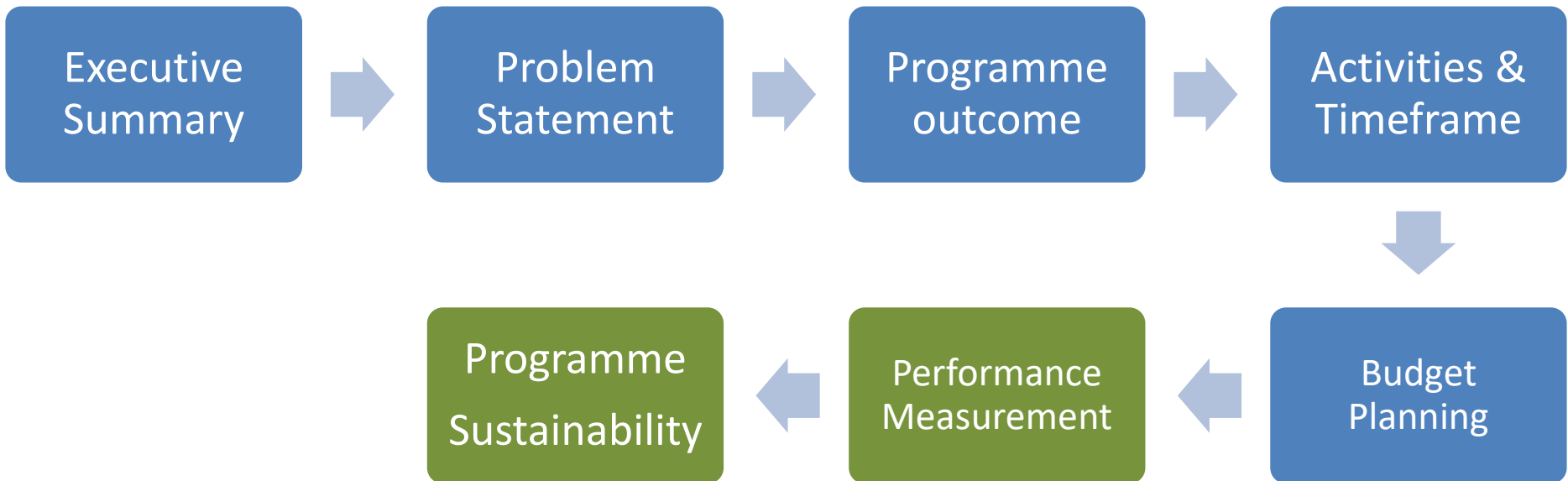
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### ***What NOT to include:***

- Do not say that the Program can continue after we seek further funding.



# *Proposal Writing Overview*





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## *Tips*

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- Keep close and regular communication with donors
- Keep reviewing and revising other elements as you start developing, especially the Executive Summary
- Problem statement → program outcome → Activity  
Timeframe → Performance Measurement are to be done sequentially. The other ones do not need to follow the order



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*Thank you!*