

***IDENTIFYING FUNDING SOURCES AND WRITING
PROPOSALS***

Workshop Training Material

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Introduction

This course on “Identifying Funding Sources and Writing Proposals” is based on two major principles:

- First, writing applications for funding and searching for sources of funding for governmental and private foundations and organizations represents a socially important and meaningful activity.

Searching for sources of funding by writing and submitting applications is a democratic way of interaction between those who have ideas how to improve the status of things in a society and those who have resources to support such progressive changes. While obviously there are examples where democracy of that process can be violated, this does not change the fundamental principle.

- Second, there is no special secret in the process of writing an application for funding. Any person who has a clear, well-organized idea with the appropriate research into the sources of support and the ability to efficiently communicate in writing is able to perform a successful work to prepare an application for funding.

There are, however, certain approaches that can facilitate that task and make the process of writing an application more organized and successful. It is especially important to know these approaches and take them into consideration for those who are just starting their way in that area.

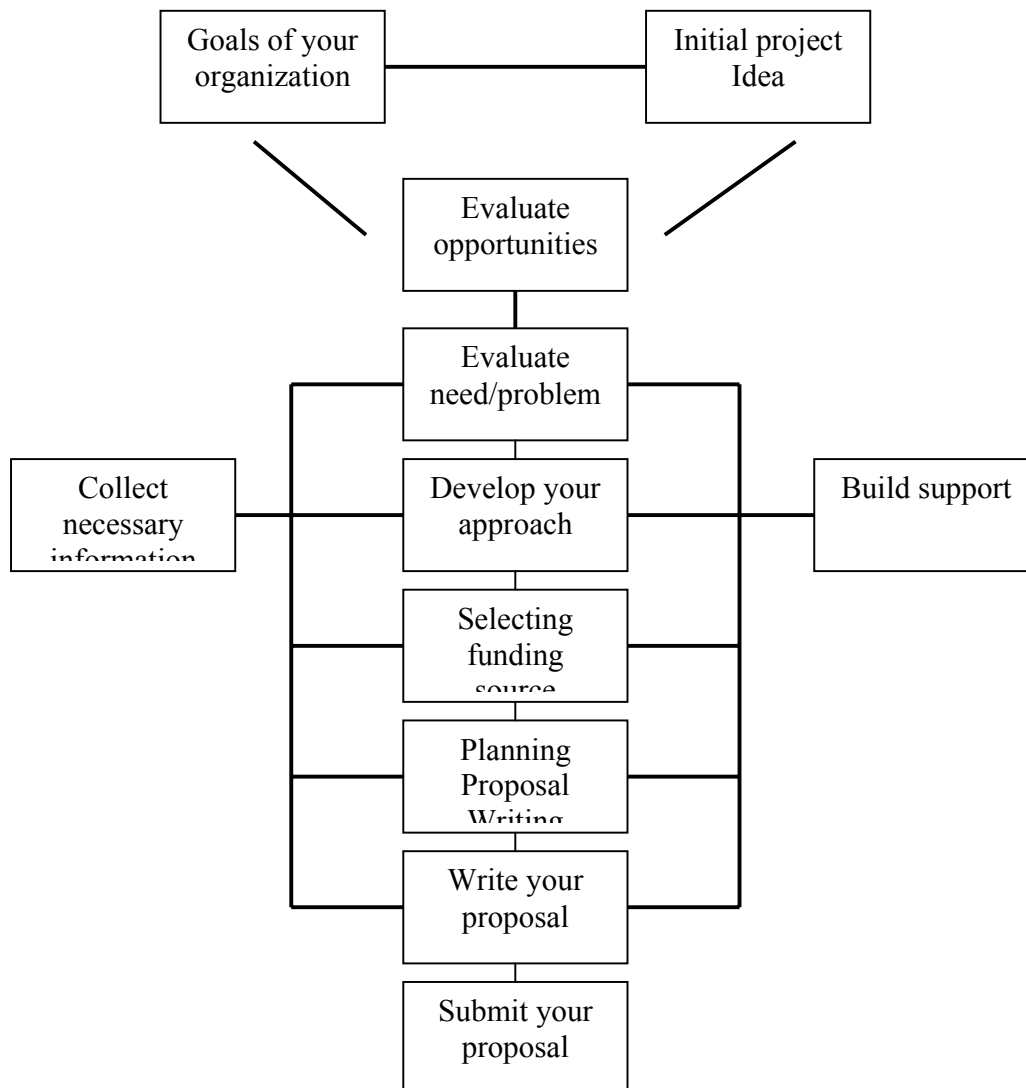
Do not fall into despair if your first effort to raise funds fails. Experience will only arrive in the course of work, and each effort will bring you valuable information on how to improve your future applications. Many proposals will have to be submitted and revised several times before they get the final approval.

This training material will help you acquaint yourself with the basic methods of making the process of writing an application more efficient and successful. I wish you every success!

Model for Proposal Development

Before starting to write an application, you will generally have to make some preparations that can be summarized by the following model:

Chart 1. A model of the process of making preparations and writing an application for funding.



Initially, a fundamental principle has been described to postulate that there is no special secret in writing an application for funding. However, time is now right to introduce an essential addition to that principle: before you take your pen and a piece of paper (or, more prosaically, turn on your PC), you have to thoroughly make some preparations the components of which are shown in Chart 1. We will only briefly discuss the major components of that chart. For more detailed description and questions that will help you do your work at this stage, please refer to the attached Workbook.

Evaluate the Need/Problem:

- You should evaluate how topical and new your idea is. Studies show that about one third of all applications submitted are already funded.
- Your project should be aimed at meeting the needs and resolving a problem of the public or a group of people (such as patients, physicians and pupils) rather than the applicant organization itself.

Develop Your Approach:

There are several possible approaches to the implementation of any idea. You need to choose the most efficient solution and substantiate your choice.

For example, you are going to address the following problem: the physicians and nurses at your hospital have no access to state-of-the-art medical information. While there are several possible approaches to that problem, we will list only two of them:

1. Purchase a library of modern literature and update it on a regular basis by paying your translators.
2. Establish an access to medical information via the Internet and train your personnel in operating the PCs and understanding the professional English lexicon.

You should also have in mind that as you write your application, you can modify your approach by finding the most efficient implementation details – that is a natural process.

Collect Necessary Information:

Here are some of the reasons why it would be very important for you to have concrete data (examples and statistics):

- Helps substantiate the need for your project.
- Helps substantiate the reason why this particular approach has been chosen to implement your idea.
- Allows documenting the extent of success with which your organization is able to implement your project.

Build Support:

Before you start writing your application, you need to do some important work to get the following support for your project:

- Managers of your institution and/or district/region.
- Organizations or groups that will be influenced by the implementation of your project (such as contractors for similar projects, nongovernmental organizations, schools, libraries, etc.).
- Existing governmental organizations (such as medical universities or research institutes).

Writing an Application for Funding

Before we begin, we should make the following two important reservations:

- There is no standard or generally accepted form for application. The types and submission sequences of information requested by various foundations will substantially differ from each other.
- The form of an application that is to be submitted to private foundations will be almost always shorter than that required by governmental organizations.

We will describe the major components of an application that are most often requested by both private and governmental donors.

1. Title Page

Includes: project title
 name of the organization
 name, address and telephone of the contact person
 project timeframe
 total cost of the project
 authorizing signature

2. Abstract/Summary

This section should briefly describe the project and its core components. After reading the summary, the reviewer should get a clear understanding of the project. The foundation will usually specify the maximum size of the summary that often may not exceed 200-500 words.

3. Problem/Need Statement

This section typically describes what has to be done and why. It should give a clear understanding of the problem and how it can be resolved by the proposed means and approach.

4. Goals and Objectives

When correctly formulated, goals and objectives will represent an important component of your application. The Workbook details all steps to formulate the goals and objectives. You will have, however, to take into account the general logics of your application and the interconnection of this section with the previous and next ones.

5. Approach/Activities/Project Implementation

This section must describe how your planned Procedures will be implemented based on:

- general project strategy;
- time it will take to implement the project;
- resources needed; and
- expected results from the project.

6. Budget

The budget should be clearly substantiated and contain all necessary sections (see the Workbook). The budget form will usually be specified by the foundation. Important components of the budget are the amounts that your organization can contribute to the project on a voluntary basis and the availability of sources of funding for this project other than the requested one.

7. Project Results: Monitoring and Evaluation

This section should include a description of the procedure to evaluate whether the project goals and objective have been achieved and whether the project has been efficient.

8. Appendixes

This section usually contains your organization's support letters and brochures, financial documents requested by the foundation or your organization's charter.

Writing the the Problem/Need Statement

1. Your Need Statement should have the following 3 major components:

(a) Problem/Need Statement (*Problem*). Your problem/need statement must describe or identify the problem so that other people can understand and repeat it, as well as clearly identify what wider problems of the society are associated with it. You will also have to demonstrate the importance of the time, effort and resources to be spent on this problem.

The key aspect of analysis of any problem/need is the correct statement of the problem. The problem you have identified may, on deeper consideration, often appear to be just the manifestation of another hidden problem that would be revealed after a thorough analysis. In this context, it would be useful to use the principle of “three whys.” Whatever the answer to the first question of “why this problem/need has occurred?,” you should ask yourself “why?” and then “why?” again. That will help you identify the original problem/need.

After identifying the essence of the problem, you should decide how important it is, i.e. whether you should take it on or no. If your decision is positive, you need to identify the range of issues your project can resolve and those aspects you will not take on. In so doing, it is important to understand that you cannot resolve a problem that is beyond your competence or the influence of your organization and potential participants in your project. Thus, you need to clearly identify the sphere in which you can change something.

(b) Statement of Approach to the Problem (*Goals and Objectives*). You should decide how you are going to resolve your problem, what resources you will be able to contribute, what experience do you have in resolving similar problems, and what approach or methodology you are going to use.

What are your goals and objectives?

Goals are the long-term results to be achieved by the project. Goals serve as a development landmark by defining your organization’s priorities. A goal is an expression of the end result rather than the way to achieve it and covers a long period of time. One to three goals are usually formulated, with each of them containing only one sentence. Generally, each goal has two to five objectives.

The *objective* of a project is a concrete benefit expected from the action taken. Objectives are linked with goals so that when you fulfill your objectives, you are reaching your goals.

Your objective should meet the following requirements: 1) **s**pecific, 2) **m**easurable, 3) **a**greed upon, 4) **r**ealistic, 5) **t**imebound, and 6) **e**valuatable (SMARTER).

Any statement of goals and objectives should logically arise from the general formulation of the problem. The objectives must be listed in order of importance for the resolution of

your problem. You should not also confuse the project objectives with the expected results. The objectives typically express action, while the expected results, the concrete “product” to be produced by that action.

(c) Statement and Purposes of Writing an Application for Funding (*Purpose of Writing an Application*). You should formulate what you want to get from those who will fund your project. In fact, you should clearly state what you are going to do and what funds you request. Also indicate the period of time during which you will need financial support.

Project Implementation

This section of your application should substantiate your approach to the implementation of the goals and objectives of the project and detail what you are going to do to achieve those goals and expected results. In fact, this section must:

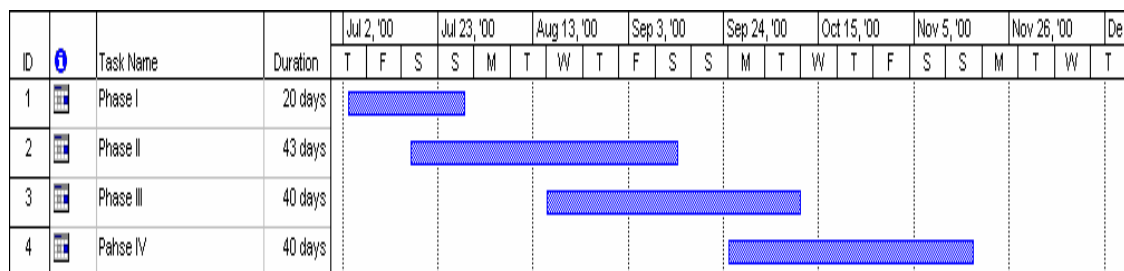
- substantiate your approach; and
- contain the appropriate action plan.

The Workbook offers a detailed description of how to correctly substantiate your approach to the resolution of the stated problem. Let us briefly describe what this section of your application should include:

- Project implementation should include concrete steps to achieve the project objectives. You should analyze and list all Procedures to implement the project.
- You should establish clear starting and ending dates for each and all of the Procedures as part of the project.
- You should specify who would perform the listed Procedures.
- You should describe how the project will be administrated.

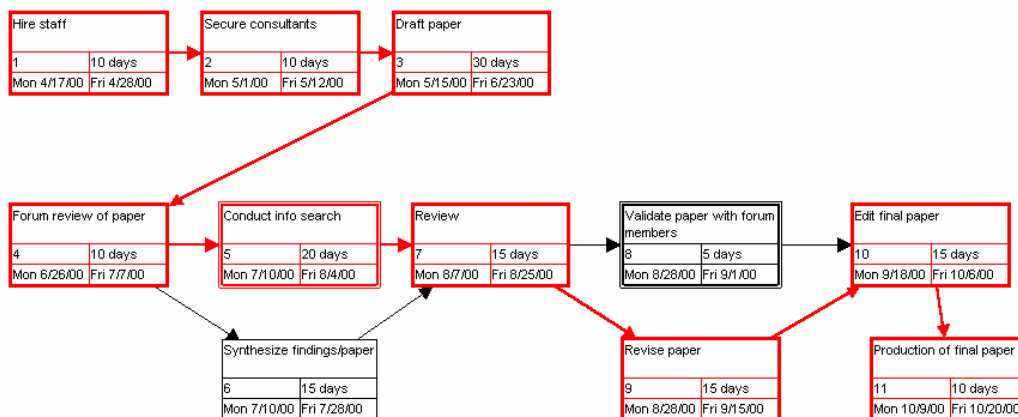
This section usually contains a graphical chart of the work schedule. Three examples of such work schedule are given below:

Chart 2. Work Schedule Example 1.



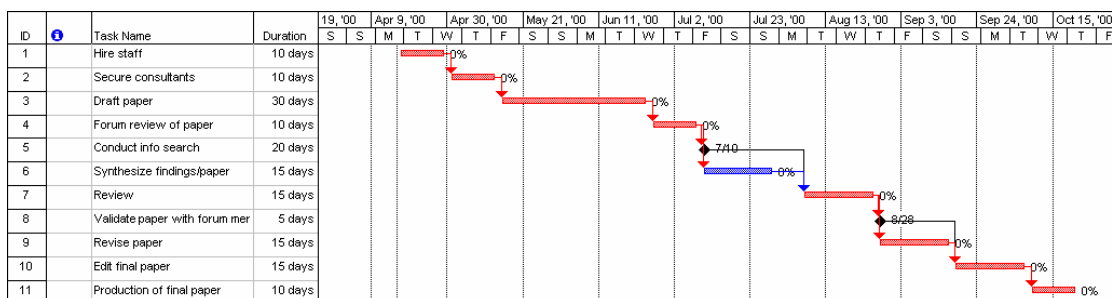
The above chart provides a summary of the core components of your project.

Chart 3. Work Schedule Example 2.



The above chart details the project Procedures in sequential order.

Chart 4. Work Schedule Example 3.



The above chart provides a better view of the time it will take to perform each action.

In drafting the above charts, we used Microsoft Project, a software package that allows automatically creating various project work schedules and visually presenting the necessary aspects, reports and other types of information needed for the project.

Progress and Performance Evaluation

Generally, the success of the work to implement the project will be evaluated with the achievement of each particular objective. The periodical measurement of the work schedule implementation progress and achievement of intermediate results are called project *monitoring*.

You should identify in advance several indicators to measure and evaluate the progress and decide who and when will perform monitoring and how adjustments will be made in the project implementation process. The Workbook contains questions that will help you write this section of your application.

In addition to current measurements of the project implementation progress, there is the final measurement that is called *evaluation*. The evaluation plan is a periodical assessment of the project that is aimed at summarizing the main lessons derived from the project implementation, as well as its Procedures and results. Evaluation should highlight those aspects that will help improve the existing project and other similar projects in the future.

Thus, monitoring is a method for assessing the current project implementation progress by measuring the progress against the project objectives with a view to planning the current improvements to be made in the project implementation. Evaluation is a wider analysis of the project performance as a whole.

The information obtained during the project evaluation stage is important for many of the parties concerned, including:

- your organization itself, since it may wish to continue the project after the external sources of funding are exhausted;
- project contractors, since they need information on how to improve the project performance and should know why the project has turned out to be a success or a failure; and
- the donor who needs to know whether the project has reached the expected results and would also want to analyze the opportunities and lessons of that project for future or similar projects.

Listed below are the important steps to develop the evaluation section of your application:

1. Determine the subject of evaluation.
2. Determine what information will be needed.
3. Describe where and how that information can be obtained.
4. Indicate what methodologies are needed to obtain that information.
5. Describe the proposed analysis of the information obtained.

6. Describe the proposed form of the report and the use of the data obtained.

There are several ways to evaluate your project:

1. You may derive the ideas of how to develop your evaluation plan from other similar projects. The monitoring and evaluation plan contained in the work plan of your partnership can also be very helpful.
2. You may include into your working group a colleague or consultant who will help you develop your evaluation plan. Many organizations would generally hire an expert to evaluate their projects.

In conclusion, it should be mentioned that you should not underestimate the importance of this section of your application. You should be prepared to answer the question of “how do you know if your project is successful?” – and it is the evaluation plan that will help you give a meaningful answer to that question. You are also recommended to recall Alice’s well-known saying as appeared in “Alice in Wonderland” – “If you do not know where you are going, all roads will lead you there.” If you didn’t plan an evaluation, you will never know what you have achieved.

Disseminating Information on the Project Results

While this section is rarely included into the application plan, the donor organization will always be interested to ensure that its project provides for activities aimed at disseminating information on the project success. Such activities would allow that organization to show that it is able to choose the “right” organizations to be funded and that the results achieved by the project are wider than an individual institution and can be used by other organizations.

Listed below are some of the examples of simple methodologies for disseminating information on the success of your project:

- Publication of a data sheet on the project success to be distributed among the organizations concerned in your district.
- Organization of a conference or workshop for those who may be interested to know the project results.
- Organization of introductory tours for your district leaders, representatives of media or other organizations who would be interested in your project.
- Preparation of papers covering the project results to be presented at national and international conferences.
- Publication of articles in local and national newspapers, as well as participation in radio and TV programs.
- Preparation of videos, posters and other materials on the results achieved.
- Press conferences to cover the project results or other events where you will have the opportunity to present the project results.

Obviously, this list may be endless and would only be restricted by your desire and possibilities. You should, however, have in mind one important consideration: before starting to plan and perform that work, you should consult with the donor organization on the extent to which it would be interested in these activities and what references you should provide. For example, if your project is funded by the U.S. Agency for International Development (USAID), then the coverage of the project activities will always have to include a mention that this particular project has been implemented with financial support from the USAID.

Budgeting

This section is an extremely important component of your application and should be compiled with special thoroughness. The donor organization will usually offer a budget format that includes all the categories needed to be included in your budget. The Workbook contains main questions that would help you draft your budget.

We will describe several steps that will facilitate your work to compile this section of your application.

Step 1. Determine the Key Directions for Drafting Your Budget

When drafting your budget, try to find any helpful resources in your organization such as existing payments (for example, rent, facility charges, payroll, telephone installation charges, etc.) and qualified personnel (an economist or accountant who would be able to review your budget).

Identify the resources your organization possesses and what it can provide to you free of charge to implement the project and determine the value of that free aid. In this case, you may include these funds in your budget as a financial support for your organization. This may include the costs of Facilities, equipment and working hours of those employee who participate in the project on a voluntary basis.

Determine the activities that the donor organization would or would not provide funds for and what types of financial reporting it will request.

Step 2. Determine the Total Cost of the Project

Fill in the preliminary table of core project expenses by using the key budget categories as listed in the Workbook or suggested by the donor organization. Compare the amount you just got with the size of the grant and adjust your expenses accordingly. Do not forget to take into account those funds that you already have and those that you will get on a free-of-charge basis to implement the project.

Step 3. Prepare the Final Budget

Prepare a detailed, substantiated budget based on the documented expenses in accordance with the requirements of the donor organization.

This stage may include the following calculations:

- determination of the personnel costs (payroll and appropriate deductions);
- determination of the cost item that reflects the rent, equipment, office supplies, communications, trips, etc.;
- substantiation of expenses;
- incorporation of the resources you organization already have into the budget; and

- summing up of the subtotals.

Thus, the project budget can only be prepared after the project has been developed in detail and all sections of work taken into account. When drafting your budget, you should consider all financial requirements and limitations of the foundation, as well as the possibilities of your organization. You need to keep all drafts of your calculations in case additional explanations are required. All expenses should be substantiated and based on actual rather than approximate figures. If your budget exceeds the amount to be provided by the foundation, you should revise your budget.

Budgeting Example

Prepare the annual budget for the Learning Resources Center (LRC).

Take into account all the costs to operate your LRC.

1. Your working hours (wage).
2. Working hours of your assistants and other personnel.
3. Internet connectivity costs.
4. Cost to subscribe for Ovid and online databases.
5. Cost of office supplies (paper, cartridges, etc.).
6. Cost of additional hardware/software, including upgrading, maintenance and repair, as well as additional information resources.
7. Cost to rent and maintain the Facilities.
8. Other expenses (conferences, workshops and other events related to the LRC costs).

Prime costs (approximate):

1. Annual subscription for the Cochrane CD (including quarterly updates): \$200.
2. Access to Ovid databases via the Web Gateway interface: about \$800.
3. Other databases and CDs (as may be chosen by the organization).
4. Internet connectivity.
5. Working hours (wage) of the information coordinator and other staff.
6. Office supplies (paper, cartridges, diskettes, etc.).

Learning Resources Center Annual Budget (the costs and categories are exemplary)

Hardware	Cost	Quantity	AIHA	LRC	Others	Total
Equipment costs	\$500	1	\$0	\$500	\$0	\$500
Maintenance costs	\$300	1	\$0	\$300	\$0	\$300
			\$0	\$0	\$0	\$0
			\$0	\$0	\$0	\$0
			\$0	\$0	\$0	\$0
Subtotal			\$0	\$800	\$0	\$800
Software	Cost	Quantity	AIHA	LRC	Others	Total
Update costs	\$500	1	\$0	\$500	\$0	\$500
			\$0	\$0	\$0	\$0
			\$0	\$0	\$0	\$0
			\$0	\$0	\$0	\$0
			\$0	\$0	\$0	\$0
Subtotal			\$0	\$500	\$0	\$500
Information resources	Cost	Quantity	AIHA	LRC	Others	Total
Annual subscription for Ovid database	\$1,000	1	\$0	\$1,000	\$0	\$1,000
Subscription for Cochrane CDs	\$200	1	\$0	\$200	\$0	\$200
			\$0	\$0	\$0	\$0
			\$0	\$0	\$0	\$0
			\$0	\$0	\$0	\$0
Subtotal			\$0	\$1,200	\$0	\$1,200
Internet connectivity	Cost	Quantity	AIHA	LRC	Others	Total
Monthly Internet charges	\$50	12	\$0	\$600	\$0	\$600
Monthly telephone charges	\$5	12	\$0	\$60	\$0	\$60
			\$0	\$0	\$0	\$0
			\$0	\$0	\$0	\$0
			\$0	\$0	\$0	\$0
Subtotal			\$0	\$660	\$0	\$660
Office supplies	Cost	Quantity	AIHA	LRC	Others	Total
Paper (pack)	\$2	20	\$0	\$40	\$0	\$40
Cartridges	\$25	4	\$0	\$100	\$0	\$100
Diskettes (10 pcs)	\$20	4	\$0	\$80	\$0	\$80
			\$0	\$0	\$0	\$0
			\$0	\$0	\$0	\$0
Subtotal			\$0	\$220	\$0	\$220
Staff	Cost	Quantity	AIHA	LRC	Others	Total
Information coordinator	\$10,000	25%	\$0	\$2,500	\$0	\$2,500
Assistant	\$7,000	10%	\$0	\$700	\$0	\$700
			\$0	\$0	\$0	\$0

			\$0	\$0	\$0	\$0
Subtotal			\$0	\$3,200	\$0	\$3,200
Facilities	Cost	Quantity	AIHA	LRC	Others	Total
			\$0	\$0	\$0	\$0
			\$0	\$0	\$0	\$0
			\$0	\$0	\$0	\$0
			\$0	\$0	\$0	\$0
Subtotal			\$0	\$0	\$0	\$0
Other costs	Cost	Quantity	AIHA	LRC	Others	Total
			\$0	\$0	\$0	\$0
			\$0	\$0	\$0	\$0
			\$0	\$0	\$0	\$0
			\$0	\$0	\$0	\$0
			\$0	\$0	\$0	\$0
			\$0	\$0	\$0	\$0
Subtotal			\$0	\$0	\$0	\$0
TOTAL			\$0	\$6,580	\$0	\$6,580

Glossary of Terms ***(as used in literature on how to write applications for funding)***

Budget is a financial work plan of the project that includes contributions from the donor organization, resources of the acceptor organization itself, grants and other sources of funding that are clearly correlated with the program section of the project.

Cover Letter is a letter to the donor organization as attached to the project.

Goal is an expression of what the project is to achieve. Goals serve as development landmarks by determining project priorities. Goals express the end result rather than the way to achieve it.

Evaluation is an assessment of whether the project has achieved the expected results and what is their meaning in a wider context of the problem in question.

Monitoring is a system to assess the project implementation progress that allows adjusting the implementation process.

Mission is the goal of an organization, the key purpose of its existence. The formulation of any mission should reflect the underlying values and methodology of the organization and be concise.

Letter of commitment is an official letter on behalf of the organization or individual that confirms their agreement to participate in a particular project.

Letter of support is an official letter on behalf of the organization or individual that expresses support for a particular project.

Objective is a specifically formulated and realistic activity aimed at achieving the project result. Objectives are subject to quantitative calculation, their terms of achievement are predetermined and they can be used in evaluating the extent to which a project has been implemented.

Project summary is a concise description of the project that provides clear understanding of the project and its core components.

Request for Applications/Proposals (RFA/RFP) is a document issued by a governmental or private donor organization to invite the appropriate organizations to apply for performing a certain activity/project.

Strategic planning is a systematic process to plan the development of the organization. The use of quantitative and qualitative data on the internal status of the organization and its external surroundings, as well missions and analysis of the objectives determine the process to develop a strategic plan.

Work plan is a phased plan for implementation of the formulated objectives.

Application for Funding: Checklist

1. Evaluate your opportunities:

- Did you analyze your opportunities to write a successful application (your knowledge and experience)? Did you make appropriate preparations?
- You may need to take some steps to improve your chances for success: choose a more experienced co-director, join a consortium of applicants, submit your application via another organization (for example, nongovernmental organization).
- Does your organization have all legal grounds needed to get funding from another organization?
- Did you determine what additional support you could obtain to increase the credibility of your project?
- Does your organization have the necessary opportunities to successfully implement the project and professionally manage the funds to be obtained?

2. Develop your idea:

- Does your application contain a clear description of the problem/need you are trying to address?
- Is your idea connected with the mission and goals of your organization?
- Did you discuss your idea with your colleagues, and if yes, did they support it?
- Did you conduct a research into who else might have already implemented similar projects?
- Did you determine who would actually benefit from the implementation of your project – medical service providers or patients?
- Do you have any statistics or other information to substantiate your problem and your idea how to resolve it?

3. Choose your source of funding:

- Did you collect information on all potential sources of funding for your project?
- Did you choose from that list those organizations who were most likely to fund your project?

- Did you determine the contact person at each of the foundations?
- Did you get from the foundation all information you might need to prepare your application such as submission deadline and form, application sections, budget form, etc.?
- Do you know what criteria will be used to evaluate applications?
- Do you know somebody who has already applied for funding to the organization of your choice?
- Did you evaluate whether your application correlates to the foundation's funding priorities?

4. Plan to write your application:

- Did you determine what sections should be contained in your application and what information should be contained in each of these sections?
- Did you collect the information needed to write your application?
- Did you determine who would help you prepare your application?

5. Write your application: general comments:

- Is your application written in a style that would be appropriate for the donor organization?
- Is your application understandable? Is it clear in setting forth your thoughts?
- Are the most important sections and thoughts highlighted?
- Is the passage from one section to another logical?
- Is your application sufficiently detailed?
- Did you use tables, diagrams and/or charts to make your presentation more informative?
- Does your application contain all necessary information requested by the foundation?

6. Prepare title page and project summary:

- Does the title page of your application contain all necessary information?

- Is the name of your project clear and substantiated?
- Is your application stitched as requested by the foundation?
- Does the project summary contain all necessary information on your project?
- Is your project summary concise and logical?
- Does your project summary reflect all necessary sections of your application?
- Does your project summary contain information on the project results?
- Does your project summary meet the foundation's requirements?

7. Formulate your goal(s):

- Does your application contain clearly formulated goals and objectives?
- Do the objectives of your project correspond to those expressed in the abbreviation SMARTER?
- Are the objectives interconnected with the project results?
- Are the objectives interconnected with the further project Procedures?
- Are the project results of importance to the donor organization?

8. Write the Problem / Need Statement:

- Does your project demonstrate a clear understanding of the problem?
- Does your project place this problem in a wider context of objectives?
- Is the interconnection between the problem and the project goal(s) clearly shown?
- Is a logical passage established from the Need Statement to the chosen approach to its resolution?
- Is there a description of why the chosen problem may be of interest to this foundation?
- Is the statement that this problem can be resolved well substantiated?

9. Write your project implementation plan:

- Does each objective have a corresponding action(s)?
- Is the statement that this approach correlates with the project goal(s) well substantiated?
- Are the proposed Procedures detailed enough to evaluate their performance?
- Is the information contained in this section sufficiently understandable and descriptive?

10. Describe your evaluation:

- Does your project contain an explanation of why the final evaluation of the project is necessary?
- Is the evaluation goal clearly formulated and how the evaluation results will be used explained?
- Does your project contain a description of the evaluation plan?
- Does your project contain a description of what information will be needed for evaluation, how it will be collected and processed?
- Is there any mention of who will perform the evaluation?

11. Describe the competence of the project staff:

- Does your application contain a clear description of the roles and duties of each staff member and consultant?
- Is the statement that the staff has all necessary skills and experience to successfully implement your project well substantiated?
- Is the management and organizational structure of your project described?
- Are the principles the foundation sticks to in terms of funding the working hours of the staff shown?

12. Prepare your budget:

- Does your application meet all budgeting requirements of the foundation?
- Does your budget contain all necessary resources to take the proposed Procedures?

- Does your budget contain all necessary details for your reviewer to understand how the final figures have been derived?
- Does your budget contain all necessary cost categories?
- Are grants and resources that can be additionally attracted included?

13. Prepare your application for submission:

- Does your application contain all necessary information requested by the foundation?
- Did you perform spelling and grammar checking?
- Do you have all necessary appendixes to your application?
- Did you collect all necessary signatures?
- Did you make the required number of copies of your application?
- What is the submission deadline for your application?
- How you should submit your application?
- Did you determine the way you should be notified on the consideration results of your application?

Foundations that Provide Funding for Information and Technology Projects

infoDev (World Bank) - <http://www.worldbank.org/infodev/>

Contact Information:

infoDev
The World Bank
1818 H Street, NW
Washington, DC 20433
USA
Tel: 202-458-5153
Fax: 202-522-3186
E-mail: infodev@worldbank.org

Open Society Institute (Soros) Internet Program -
<http://www.soros.org/internet/index.html>

Soros Foundation/Open Society Institute Offices:

National Foundations and Branch Offices (listed alphabetically by country)

Open Society Foundation for Albania
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fax: (355 42) 35 855
e-mail: soros-al@osfa.tirana.al
Executive Director: Mr. Capajev Gjokutaj

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53b Aygedzor Str.
Yerevan 375019, Armenia
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fax: (374 2) 151 088
e-mail: office@osi.am
Country Director: Ms. Elizabeth Winship

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Appendix: Example of an Application for Funding

(for training purposes only)

ZHAMILYA GYNECOLOGY CENTER

APPLICATION FOR GRANT

Project name: Creation of a Uniform Local Information Network at the Institution.

Contacts:

Address of the institution: 73 Zhamakayev Str., Semipalatinsk 490050, Kazakhstan

Telephone: (3222) 66 99 60; 66 88 52; 66 34 40

E-mail: jamila@relcom.kz

Project Manager: Mr. M.G. Tleubayev

Contact person: Ms. A.M. Smanova

Project goal: Create a computer-based information support system at the institution.

Amount requested: Eight Hundred U.S. dollars (US\$800)

Project assignments:

Develop standard software modules and create database structures for the computer-based information support system at the institution.

Origination of the idea:

In developing a computer system to support the medical treatment process at our institution, we came to a conclusion that we should create a project to develop local-area computer networks, a database and special software for our clinical divisions.

Problem/Need Statement:

We have been faced with the problem of acquisition and introduction of computer-aided information systems for maintaining case records, streamline the use of medicines and keeping uniform accounting books. Until recent times, the use of PCs to create such systems could not provide the necessary technical and software resources. Thanks to the wide spreading of computer technologies in Kazakhstan, it has now become possible for medical institutions to purchase and create information systems. The key positive aspects of such systems are the possibility to add resources within a local-area network and the use of standard PCs. Time will come when software solutions will also make it possible

to carry out creative activities based on a LAN with the appropriate capacity, performance and size.

The project will be developed in the following three directions:

1. Gradual purchasing and installation of hardware solutions.
2. Development and phased introduction of software solutions.
3. Training of the staff and support of the system in operating conditions.

This application is submitted for the following items:

1. Maintenance of medical documentation by the medical staff.
2. Rational use of medicines and their distribution among departments.
3. Keeping of uniform accounting books.

The list of key persons engaged in this project:

1. Murat G. Tleubayev, Department Head, Intense Therapy Department, Information Coordinator.
2. Aijan N. Smanova, PC operator, Deputy Information Coordinator.

General information:

The Information Center at the Zhamilya Gynecology Center was established in April of 1997 with the support from the American International Health Alliance (AIHA) and the U.S. Agency for International Development (USAID).

The key activity of the Information Center is training the staff (physicians and nurses) of the institution in operating a PC to be able to quickly access vital information, that is:

- keyboard skills;
- most frequently used operating systems and software products (such as Windows, Microsoft Office: Word and Excel); and
- telecommunications (e-mail, Internet).

Methodological materials were obtained during one year to study summaries of medical research work from journals and on CD-ROMs, which were demonstrated and copied for distribution and to be able to keep track of the recent achievements in medical science.

Services were also provided to hold numerous conferences, print lectures and copy handouts.

The Information Center is connected to the Internet, which allows obtaining extensive information on gynecological diseases and efficient methods of diagnosis and treatment from various sources around the world.

The information centers established with the support from the AIHA and USAID are indispensable components of the health care system around the world. We hope that the Information Center at the Zhamilya Gynecology Center in Semipalatinsk, Kazakhstan will become one of such center. Our major objective is to facilitate the

work of the staff and to train them in methods of operating a PC as we approach the 21st century, the era of computerization.

Future plans after the project is completed:

After the project is completed, the network created with your support will work to perform its key functions and tasks and will also be able to guarantee its functioning and joining to the system of new standard clinical modules at later stages. The created uniform information network will be constantly updated to allow us to more aggressively engage in these programs.

Having the local-area network and the possibility to obtain information from the Internet, we will be able to transfer that information to the physicians' computer. Thus, the physicians will learn about new methods of treatment and diagnosis and many other things by reading the Internet-originated information from their computer.

When the grant is over, the project will be continued. The Zhamilya Gynecology Center will take on all further funding.

Project budget:

#	Cost item	Funding required from the donor		Funding required from other sources (Zhamilya)	
		in tenges	in US\$	in tenges	in US\$
I	Staffing:				
	(a) Project Manager			7,000 x 12 = 84,000	85.3 x 12 = 1,023.6
	(b) PC operator			7,000 x 12 = 84,000	85.3 x 12 = 1,023.6
II	Purchasing:				
	PCs (2)			49,900 x 2 = 99,800	608 x 2 = 1,216
	printers (2)			18,000 x 2 = 36,000	219.5 x 2 = 439
	scanner (1)	31.000	378		
III	Office supplies:				
	(a) cable (120 meters)	82 (1 meter) x 120 = 9,840	1 (1 meter) x 120 = 120		
	(b) terminators (4)	328 x 4 = 1,312	4 x 4 = 16		
	(c) connectors (4)	184.5 x 4 = 738	2.25 x 4 = 9		
	(d) network cartridges (4)	1,476 x 4 = 5,904			
	(e) software	4,920	60		
	(f) networking	11,890	145		
	Total:	65,604	800	303,800	3,702.2

Total cost: Four Thousand Five Hundred and Two U.S. dollars (US\$4,502) or Three Hundred Sixty Nine Thousand Four Hundred and Four (369.404) tenges.

The Zhamilya Gynecology Center will take on 75% of the funding needs, that is:

- purchasing of PCs (2) and printers (2),
- wages payable to the staff members,

which totals Three Thousand Seven Hundred and Two U.S. dollars (US\$3,702) or Three Hundred and Three Thousand Eight Hundred (303,800) tenges.

The funding required from the donor is 25%, which totals Eight Hundred U.S. dollars (US\$800) or Sixty Five Thousand Six Hundred and Four (65,604) tenges. This includes the cost to purchase the scanner and office supplies.

This document is our proposal for cooperation in the area of software development and purchasing of system software products.

Z.G. Abeyeva, Director, Zhamilya Gynecology Center
M.G. Tleubayev, Project Manager
A.N. Smanova, Deputy Project Manager

***IDENTIFYING FUNDING SOURCES AND WRITING
PROPOSALS***

Course packet

Developed by:

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Consultant,
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in cooperation with:

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December of 1999 – January of 2000
The Netherlands

What can you learn from this Course packet?

This course packet will help you develop a strategic plan for your organization, write an application for funding to support your project, and identify potential sources of funding. As part of the process of writing an application for funding, you will learn how to substantiate your problem and determine the goals and objectives of your project, develop an action plan and substantiate an approach to that problem, prepare the budget and write a plan to evaluate the project performance, as well as how to prepare auxiliary materials to complement your application.

By answering the questions set forth in this Workbook, you will perform planning and determine the goals and objectives needed to search for funding. In many cases, filling in this course packet will help you develop the first draft version of your application for funding. This Workbook will guide you through the entire process of searching for funding and writing a successful application for funding.

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I. Strategic Planning**A. Your Strategic Plan**

1. What should be your first step to take in strategic planning for your organization?

You should begin strategic planning for your organization by specifying the following information on your role in the organization and your personal goals and objectives. You should try to connect those goals and objectives with your role in the organization.

Your name and position at your organization:

Your goals in connection with the objectives of your organization:

Your objectives in connection with the objectives of your organization:

B. Mission of Your Organization

What are the goals and objectives of your organization in connection with its mission?

Define the mission and general objectives of your organization. The mission is the general goal of the organization that reflects the purpose of its existence. The mission is usually formulated in a single sentence. The goals are the expression of what your organization wishes to achieve in the future. The goals serve as development landmarks by defining the organization's priorities. The goal is an expression of the end result rather than the way to reach it and covers a long period of time. One to three goals are typically formulated, with each of them containing only one sentence. Each goal typically has two to five objectives. Any objective must meet the following requirements: 1) specific, 2) measurable, 3) agreed upon, 4) realistic, 5) timebound, and 6) evaluable.

Mission:

Goal(s):

Objectives:

C. Description of Your Organization

What are the key characteristics that demonstrate the ability of your organization to perform its mission? Reflect these characteristics such as leadership and management, personnel, experience, financial opportunities, properties (for example, buildings). List these characteristics in order of importance and discuss their real potential.

1. Leadership and management:

2. Personnel, volunteers, experts:

3. Financial resources:

4. Properties (buildings, equipment, etc.):

5. Recognition (Is your organization well-known in your region? At the national level? In connection with what achievements?):

D. Strengths of Your Organization

What are the key strengths of your organization?

List the key strengths of your organization in order of importance.

1.

2.

3.

4.

E. Weaknesses of Your Organization

What are the key difficulties, problems and obstacles that your organization is faced with?

Every organization has a number of weaknesses or problems. The best way to resolve these problems is to identify them. List these problems and weaknesses in order of importance. In the future, we will consider these problems as an opportunity to make your organization better by overcoming the problems.

1.

2.

3.

4.

F. Capabilities of Your Organization

What Procedures or projects can your organization undertake to strengthen its strengths and overcome its weaknesses and problems?

List the projects or Procedures that can demonstrate the ability of your organization to overcome problems by strengthening its capabilities.

1. Project/Procedures

2. Project/Procedures

3. Project/Procedures

II. Generating Your Idea

A. Documenting

How would you document your ideas?

Discuss your project or idea with your colleagues or like-minded persons. Write down what they think about your idea. Thus, you will start formulating the problem of your project or idea.

Answers:

B. Funding Sources

Who can fund your project?

When preparing your application for funding, you will have to re-formulate the substantiation of your problem based on the priority sources of funding.

Do you have any idea about who can fund your project?

What restrictions can they impose on your project?

Write down your thoughts about potential sources of funding:

C. Writing the Problem/Need Statement

What would be your first step in writing down a substantiation of your problem?

Start with a brainstorm. Take 5 minutes to write down whatever you think or whatever is somehow connected with your idea or problem you want to address. Proceed in the same manner for another 5 minutes. Do not criticize your thoughts, let them to be expressed freely. If you fail to generate any ideas within 5 minutes, make yourself think for another 2 to 3 minutes.

Now start your brainstorm.

D. Developing Your Need Statement

How can you expand or improve your Need Statement?

Try to group those of the ideas you wrote down during the brainstorm that are interconnected. Do not reject anything. Now answer the following questions:

1. Are some of the ideas you wrote down related? Which ones? Start to group the related ideas.

2. How these ideas are related Do these relationships help you think about other things that you could include?

3. Who exactly can benefit from the implementation of your idea??

4. How exactly would they benefit from the implementation of your idea??

5. Who will your project belong to if failed to be implemented?

6. Do you have sufficient experience and expertise to implement your idea or you will have to find other organizations to cooperate with in implementing your project?

7. Can your organization cooperate with you in implementing your project? Does it have the necessary qualifications?

8. If your organization shares your idea, does that idea correlate with the mission of your organization and how your project would help implement that mission?

9. What do you or your organization need to implement your idea?

Staff:

Equipment:

Facilities:

Funds:

10. Why do you or your organization need additional funding to resolve this problem?
What makes you think you will succeed?

11. How important is your idea for your organization?

12. What contribution can you or your organization make to implement your idea?

E. Analyzing Your Problem/Need Statement

Now stop and analyze your Problem/Need Statement.

Now you should have some 4 to 6 pages of written information. You may not have all the necessary information right now, but trying to analyze your Need Statement would help you identify what else you need to write down the substantiation. That analysis would also help you clarify your idea.

Your Need Statement should have the following 3 components:

(a) Problem/Need Statement. In order to write down the substantiation of your problem, you need to describe or identify the problem so that other people can understand and repeat it, as well as clearly identify what wider problems of the society are associated with it. You will also have to demonstrate the importance of the time, effort and resources to be spent on this problem.

Write down the revised problem statement:

(b) Statement of Approach to the Problem. Decide how you are going to resolve your problem, what resources you will be able to contribute, what experience do you have in resolving similar problems, and what approach or methodology you are going to use.

Formulate your goals, objectives and approach:

(c) Statement and Purposes of Writing an Application for Funding. Formulate what you want to get from those who will fund your project. In fact, you should clearly state what you are going to do and what funds you request. Also indicate the period of time during which you will need financial support.

Formulate:

- Now write down your Need Statement once again. The text must not exceed 1 or 2 pages. Check to see if your substantiation contains all the three components listed in (a) through (c):

III. Problem\Need Statement

What is the core structure of your Problem/Need Statement?

You have just finished writing a preliminary version of your Problem/Need Statement. Now start to clarify your Problem/Need Statement by using the following three main components:

1. Problem

What is your problem/need?

What is the justification or scope of your problem?

How substantiated, important and wide is your problem?

What aspect of your problem do you want to address?

2. Objectives

What are your goals and objectives? Goals are the long-term results to be achieved by the project. The objective of a project is a concrete benefit expected from the action taken. Objectives are linked with goals so that when you fulfill your objectives, you are reaching your goals. Remember the abbreviation SMARTER when writing down your objectives.

Formulate your goal(s) and the appropriate objective(s):

What specific tasks do you need to take to accomplish your objectives? Each objective must have a particular action. These Procedures will actually form your action plan to implement the project.

3. Purpose of Writing Your Application

For what purpose you are applying for funding and for what period of time you will need that funding?

Purpose of applying for funding:

Amount requested:

Time period:

Additional sources of funding for your project:

IV. Brainstorm: How You Will Implement Your Idea

A. Interconnection between Your Project and Your Organization

What would be the most effective way to develop ideas on how to implement your project?

You have already written a draft substantiation of your project. Now you need to take further steps to develop ideas on how to implement your project.

What resources will you need?

What resources does your organization have?

What organizational support do you have?

- Now start collecting documents in support of your idea and its implementation. You may need to describe your organization, its composition, examples of successful projects, financial reports, etc.

What are the long- and short-term goals of your organization?

What are the strengths of your organization?

What are the weaknesses of your organization?

What is your role in your organization?

Based on the above information, who can be your partners (internal and external) in implementing the project?

B. Preliminary Planning for Seeking Funding

What can you do perform a preliminary search for potential sources of funding?

Briefly write down your preliminary thoughts on the above components in interconnection with your project and your organization. On which of these components you have all necessary information and on which you will have to learn more?

Describe two most important problems facing your organization at the moment.

How your project will help resolve these problems?

Who else of the members of your organization should be involved in your project?

How can they help you prepare your project for funding?

What role will they play in case of your obtaining the requested funding?

C. Available Resources

What resources do you have at the moment?

Describe the resources available to you as of the present date and how they can help you implement your project.

Staff:

Facilities:

Equipment:

Education, experience and special knowledge/skills:

Experience with similar projects:

D. Necessary Resources

What additional resources do you need?

Describe the resources you need to implement your project.

Staff:

Facilities:

Equipment:

Education, experience and special knowledge/skills:

E. Implementation Steps

What steps do you need to take to implement your idea?

Describe in general what are you going to do now to implement your project. Take into consideration all the questions you have already answered. Who do you need to hold negotiations with? What arguments will you need?

1.

2.

3.

4.

5.

F. External Collaborators

Who can be potential participants in your project?

What strengths can other organizations contribute to implement your project?

What will these organizations acquire by participating in your project?

What would be the advantages and disadvantages for your organization if other organizations participate in your project?

Who at other organizations do you need to talk with about opportunities for cooperation?

Who at your organization must hold these talks?

V. Documenting Your Idea**A. Questions**

What questions should you ask yourself to help yourself analyze your idea? These are the questions foundations would usually ask. Imagine you are a representative of a foundation who is considering your application for funding. How would you answer these questions if asked by the representative of the foundation?

A. Is my project timely?

Б. Is my problem urgent?

В. Is my project unique?

Г. Can the problem in my project be solved?

Д. What will I do if my project is funded in part only?

Е. What will I do if my project is not funded?

B. Building Support

How can you build support for your project?

You begin to build support for your project by making other people interested in your idea.

Developing interest:

Networking – who can you network with?

(a) personal contacts: What meetings should you hold and with whom else should you acquaint yourself?

(b) meetings and conferences: Should you attend meetings and conferences?

(c) letters: Can you receive support letters from key people?

Communication: Can you attract media to cover your project?

(a) newspapers?

(b) radio and TV?

VI. Goals, Objectives and Procedures

A. Definitions. What is the difference between goals, objectives and procedures?

Goals:

Objectives:

Procedures:

B. Writing Objectives

What are the steps in formulating your objectives?

Steps:

A. State what results you want to reach by completing your project. What do you want to change?

B. State how you plan to measure these changes.

C. State the extent to which something should be changed in order for it to be effective:

D. State how long it will take you to accomplish your objectives:

E. Return to Stage A and review the desired results.

F. Re-formulate the above statements by using a verb at the beginning of each sentence.

B. Procedures

What are the procedures?

Procedures are the tasks that you will have to complete to achieve your objectives and implement your project.

A. List the Procedures you plan to take:

VII. Identifying the Funding Sources

A. Types of Funding

What types of funding are available to you?

(a) grants:

(b) contracts:

(c) gifts:

B. Sources of Funding

What are the key sources of funding?

Governmental:

(a) national:

(b) international:

Private:

(a) foundations:

(b) organizations:

(c) individuals:

1. Questions you should think about when identifying a source of funding:

What period of time is your grant designed for?

Within what period of time should you implement your project if you apply for this grant?

Are there any grants for several years available?

What report on the implementation of your project/stages do you need to present?

C. Approaches to Public Sources of Funding

1. Obtain a guidelines (a document setting forth funding priorities)
2. Ask for reports on past funding
3. Telephone number of the agency representative to contact for clarification of guidelines

D. Approaches to Private Sources of Funding

1. Request annual reports, announcements of funding and guidelines for funding
2. Obtain the guidelines
3. Telephone number of the agency representative to contact for clarification

VIII. How to Analyze the Request for Applications/Proposals (RFA/RFP)

The following questions should be answered when you receive a Request for Applications/Proposals in order to determine whether you should prepare an application in reply to that request.

A. Problem

What problem the Request for Applications/Proposals is designed to resolve? To describe your problem, use your own wording but build on the foundation's vision of your problem.

What is the problem the foundation wants to resolve?
(Make sure that you have paid attention to the special terms, word combinations, definitions and key phrases that the foundation uses to describe the problem.)

B. Purpose

What purpose is set forth in the Request for Applications/Proposals?

Namely: What does the foundation want to do? Try to answer this question in a single sentence. You may find that sentence in the Request for Applications/Proposals or you may formulate it yourself based on your understanding of the Request for Applications/Proposals.

C. Eligibility

What special requirements should be met by those who submit applications for funding? Limitations often exist for many grants, so you must decide whether you will apply for funding or not. Make sure that you have met all necessary requirements for applicants.

Who is entitled to submit an application for a grant?

D. Amount of Funding

What amount of funding would be available to support the project?

What would be the amount of the grant? Maximum? Minimum? Average?

Is the availability of any additional sources of funding required? If yes, what should be the amount of that additional funding?

Do any groups or regions enjoy some preferences for funding?

E. Granting Period

What information is available on the period of time for which the funding will be provided? What period of time the grant is designed for?

What period of time your project is designed for?

Are there any funds for several years available?

What report should you present upon expiration of 1 year/project?

F. Limitations

What limitations on the use of funds are imposed? For example, foundations sometimes will not provide funds for construction/renovation of offices, payroll, etc.

G. Application Structure and Guidelines

What are the required sections should be contained in your application? What components should your application have?

Are there any special instructions on what should be presented in which section?

What is the size of each section?

What is the total size of the application?

Does the total size of the application include supplements, appendixes or other additional information?

Are there any special explanations regarding the appearance of your application (font size, method of stitching up the pages, binding, etc.)?

Is there any special application form?

What is the deadline for submitting your application? Where should you submit your application and how many copies/originals of your application should be submitted?

I. Application Review Process

What is the process to review your application?

Who will review your application?

What criteria will be used to evaluate your application and compare it against other applications?

How exactly your application will be reviewed? Will any scoring system be used and if yes, how many scores will be attached to each section?

Can you learn the names of those who will review applications? How do you do that?

K. Additional Information

Is any additional information available? Where or from who can you get it?

Is it possible to get answers to your questions from the funding organization itself?

Can you find anybody who has already implemented similar projects in the past?

L. Key Words

Does the Request for Applications/Proposals contain any recurrent key words or terms?

What are these words? Write them down.

Does the Request for Applications/Proposals use any abbreviations? What do they mean?
Are these abbreviations defined in the text of the Request?

Does the Request for Applications/Proposals define the key terms?

Can you set forth your idea by using the terms and keywords as used in the Request for Applications/Proposals?

IX. Proposal Development Notebook

To put in order and systematize the process of preparing your application for a grant, we recommend you to use the following method. Take a special binder with separators or pockets.

Here is the list of possible headings for the sections of your application:

- Project Ideas
- Documenting Your Idea
- Capabilities of Your Organization (Staff, Successful Projects, etc.)
- Official Documents of Your Organization (Charter, Structure, Annual Report, etc.)
- Possible Collaborators
- Possible Supporters
- Potential Sources of Funding
- Draft proposals

This Course packet is your useful tool. By working with this document, you will create your own proposal and fill the binder with useful information you may need in your work.

X. Monitoring, Evaluation and Reporting

A. Importance of Monitoring, Evaluation and Reporting

All organizations should keep track of their projects with monitoring, evaluating and reporting. Creating a system for monitoring and evaluation of each project would allow your organization to assess the clarity of your project, measure its objectives and determine what time it will take to reach the expected results. That system should include project progress monitoring procedures, progress reporting and evaluation of Procedures. This process is very important for your organization to understand the project evaluation and improve its efficiency.

Who will monitor and evaluate your project?

B. Monitoring Plan

How do you develop a monitoring plan?

Monitoring is a periodical measurement of the work plan implementation progress and achievement of intermediate project results. This section of your application should provide answers to the following questions:

How are you going to keep track of the project implementation dynamics?

What critical project stages will you check?

How the information obtained will help your organization?

How you will obtain evaluation data?

Who will perform monitoring and evaluation?

C. Evaluation Plan

How do you develop an evaluation plan?

Evaluation is a periodical assessment of the project aimed at summarizing the main lessons learned from the project implementation, as well as the project Procedures and results. Evaluation should highlight those aspects that would help improve the existing project and other similar projects in the future.

What is the difference between monitoring and evaluation?

Monitoring is a method of measuring the project implementation progress against the project objectives with a view to planning current improvements to be made in the project performance. Evaluation is a wider review of the project implementation and should answer the following questions:

How do you measure the success and achievements of your project?

What difference will your project make?

D. Reporting

How do you report on the results of your project?

A reporting system would allow you to disseminate the results of your project due to monitoring and evaluation. This would require periodical documentation of the progress achieved, which may include most recent financial data, current project progress reports and periodical assessments.

The following questions will help you develop your reporting plan:

How will you collect information?

What current information and report forms will you have to provide in the course of monitoring and evaluation?

How will you incorporate the information you are going to obtain during the monitoring process in your project?

What information and reports will be requested by those who will fund your project?

Who will you submit your reports to?

XI. Budgeting

A. Main Budget Categories

What are the main budget categories?

Your budget must include a financial work plan for your project, including the amounts to be obtained from the foundation, resources available to your organization, donations and other sources of funding for your project. A brief description of the financial procedures such as those persons responsible for keeping track of finance and payments (Chief Accountant, Economist), financial reporting systems and bank relations should be provided.

Your budget should sum up all the resources needed to implement your project such as working hours, necessary materials, compulsory deductions, etc. Your budget should clearly and reasonably show how much funds will be needed and how those funds will be spent.

Listed below are the questions that will help you prepare your budget:

What resources may you need: money, staff, office space, equipment, etc.?

When will you need these resources?

How do you determine what resources you will need and in what quantities?

Who is directly responsible for spending money and funds?

Example of main budget categories:

A. Staff (employees, staffing table, primary and secondary personnel)

Payroll

Social insurance funds and other compulsory deductions

Other provisions for payroll

Consultancy services

B. Facilities (rent, costs of facility services, security, etc.)

Equipment (lease, purchase, warranty service costs)

Materials

Communications (telephone and Internet charges)

Business trips

What should you have in mind when preparing your budget?

1. Do not round off any numbers. The presence of numerous zeros at the end of a sum may create a false impression that your calculations are unreal.
2. Explain in detail every large sum in your budget by showing how did you derive it.
3. Base your calculations on real costs of services and materials that can always be backed up with the appropriate financial documents.
4. When calculating wages, do not forget about compulsory deductions and taxes.
5. Check if you can include in your budget the resources currently available to your organization, as well as voluntary donations in the form of working hours and other inputs.

XII. Sustainability

The section devoted to supporting your project after the Funding is discontinued should contain a brief statement of the project lifecycle. This section will describe how the project effects will be disseminated after discontinuation of the funding. It must show that your project contains some components that will ensure its stable performance after the funding is discontinued.

This section would reflect the following questions:

What will happen to your project after all planned Procedures are completed?

How will your project be managed after the funding is discontinued?

How will your project be funded in the future?

A. Financial Sustainability

Will there be any sources of funding available to support your project after the funding is discontinued?

Are you going to have any sources of funding inside your project (for example, charges for some new services, etc.)?

B. Social Sustainability

Will the local community get any advantages or additional services after your project is completed?

What changes will occur in that community after your project is completed?

C. Managerial Sustainability

Who is the Project Manager?

Will community representatives be involved in the project management?

D. Technical Sustainability

Will it be possible to continue using the technologies used in the course of the project implementation?

How access to equipment, information and communications will be ensured after your project is completed?

Will it be possible to improve the engineering and educational level of the staff after your project is completed?

XIII. Next Steps

How are you going to use the obtained information in the future?

Try to answer the following questions:

1. Analyze what you have learned.
2. Discuss the goals and capabilities of your organization.
3. Formulate capabilities of your organization in terms of your application.
4. Find colleagues with whom you would be able to cooperate in developing your project.
5. Discuss what you have learned about writing applications with your new colleagues.
6. What problems may you encounter when discussing with your colleagues what you have learned during that workshop?
7. How can you overcome these problems?