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Case Scenario

Developing Plans and Proposals for New Initiatives

Editors' Note

Governments and donor organizations are eager to support program initiatives that create new family planning services, or expand existing services to reach underserved populations. Funders are interested in a wide variety of new initiatives, such as adolescent services, mobile clinics in rural areas, in-school information, education, and communication (IEC) programs, and many others. Family planning managers who develop well-thought-out and detailed project plans will have a powerful tool for implementing their programs, and for finding funding for their new program initiatives.

A good plan describes how an organization intends to improve or expand its services, and helps an organization clarify its goals and objectives and implement strategies to meet those objectives. It also helps potential funders to understand the funding needs of the organization and to see the potential value of their support.

This issue of *The Family Planning Manager* provides a framework for developing a plan for a new program initiative. It then suggests how to turn this plan into a proposal for funding. In addition to providing basic guidelines on writing each section of a plan, this issue gives advice on how to create proposals that will improve an organization's chances of securing funding for their new program activities.

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—The Editors

Using a Plan to Structure Your Project and Achieve Your Objectives

As a manager, you must constantly look for new challenges, better ways to serve your clients, and effective techniques that will maintain or improve the quality of the services you offer. Developing well-thought-out and detailed plans allows you to continually modify your programs and add new program elements to meet the changing needs of your clients.

Studies have consistently shown that planning and goal-setting can improve program performance. Developing a plan requires managers to look at the entire scope of work for an initiative or a program, and to break it down into its smaller parts to determine which activities must be completed when and by whom in order to achieve the planned objectives. Once the plan is broken down activity by activity, managers can then rebuild the plan. A total plan provides the structure for implementing the program, serves as a guide for effectively using human, material, and financial resources, and creates a common understanding of program goals and objectives among staff.

Many perfectly feasible projects fail to achieve their intended results, not because the idea underlying the project was flawed or because there was a lack of resources, but because the project lacked the full commitment of senior staff. Developing and using project plans helps managers think through a new project together with their supervisors. By involving senior staff in developing a plan, managers will be able to more easily convince senior managers that the project will work, and they will be more likely to get the full and active high-level support that is critical to the project's success. The reverse is also true. If senior managers are developing plans, it is essential to involve more junior staff in the development process. Often junior staff who are working with clients on a day-to-day basis have a more realistic sense of which changes would be most practical and would most directly serve the needs of the clients.

A plan also can be used as a marketing tool for your idea or initiative, and can serve to make a case for increasing financial support for the program. With a good plan in hand, you can easily create an effective proposal that can be used to convince potential funders of your ability to design and implement a successful project that will expand access to family planning services and improve their quality.

This issue both emphasizes the skills needed to develop an effective plan for a new program initiative and provides guidelines on developing a detailed budget for that initiative. In addition, the issue goes on to explain how to take the same plan and turn it into a proposal for funding the initiative. Managers who can effectively use their planning skills to develop plans that can be used as tools for finding funding will ultimately have more control over their resources and will be more likely to achieve their objectives. ■

Organizing and Developing a Written Plan

A good plan should describe the type of project that you intend to implement, the expected results, the plan of activities for setting up and implementing the project, the way that progress will be tracked, the reporting system, and the cost of carrying out the project. The plan should contain distinct sections that clearly describe:

- The existing problem or need that the project will address and the proposed solution;

- The goals and objectives of the project, and the time frame for achieving the objectives;

- A general activity plan for the term of the project, including how the activities will be carried out, who will be responsible for each activity, and when each major activity will be completed;

- A plan for monitoring progress and evaluating the results of the project;

- A reporting plan and schedule, including how the project will manage its finances;

- A projected budget for at least the first year of the project, and a summary budget for the life of the project.

Explaining the Purpose of Your Initiative

Each new initiative or project should be created to respond to documented needs or problems in the community or region your program serves. Thus, the first part of the plan should justify the need for the project. This part of the plan can be divided into two sub-sections: the **problem statement** and your **proposed solution**.

The Problem Statement. This is a statement of the specific problem or need to be addressed by the project. It should include some basic data (baseline data) that help to explain the problem, including the following information:

- A description of the extent, scope, or severity of the problem, so that the proposed results can be put in perspective.

- A description of the geographic area and demographic characteristics of the population in the area in which the problem exists.

- An analysis of the causes of the problem.

- The results of previous efforts, by your program or other programs, to solve the problem.

> **An example of a problem statement:**
> *Within the state of San Pedro there is a large peri-urban population of 250,000 that at the present time does not have any access to family planning services. Ten government clinics are located within and near this area but these offer only Maternal and Child Health services. At 52 births per 1,000 population, the birth rate in this peri-urban area is roughly two times that in other areas within the state.*

The Proposed Solution. In this section of the plan you should explain the design of your project, emphasizing those aspects of your approach that you think best address the problem you have described. The description of the project design should answer the following questions:

- What approach will you use, and why have you chosen this approach over other possibilities?

- What other local programs are addressing this problem and how does your proposed approach complement their activities?

- What changes do you expect will result from this project?

- How does this project fit in your organization's overall strategic plan?

- What sources of support are likely to be available to you for continuing the project in the future?

- In what ways is the project designed so that it can be replicated in other areas?

Being Specific About What the New Initiative Will Accomplish

A well-designed project should have both **overall goals** and **specific objectives**. The goals and objectives set forth the intended results to be achieved by the project and the degree to which the problem described will be resolved. Once the objectives have been determined, a set of **activities** that describe how each objective will be achieved should be specified in the activity plan that follows.

Goals: The overall goals should describe, in a broad way, the long-term changes that will result from *your project's* work on the problem outlined in the problem statement. Normally one or two general statements describing the proposed long-range benefits to the target population are sufficient to describe the overall project goals.

An example of an overall goal: *To reduce the birth rate in the peri-urban community of San Pedro, by providing clinic- and community-based family planning services.*

Objectives: For each overall goal that you develop, there should be several specific, measurable objectives. These objectives relate to the problem statement and describe anticipated results that represent changes in knowledge, attitudes, or behavior of the project clients or participants. The objectives should used to develop corresponding evaluation criteria (see page 9) to ensure that evaluations conducted later in the project will measure the results that the project intends to achieve.

Your objectives should:

- Be measurable, observable, or otherwise documentable.

- Refer to qualitative and quantitative targets as much as possible.

- Indicate the specific time periods required for completion.

How to . . .

Write SMART Objectives

Specific - to avoid differing interpretations
Measurable - to allow for monitoring and evaluation
Appropriate - to the problems, goals, and strategies
Realistic - achievable, challenging, and meaningful
Time bound - with a specific time period for achieving them

Examples of specific objectives:
To form an active network of 10 associate physicians delivering family planning services in three peri-urban communities by the end of the first year of the project.

To select, recruit, and train a network of 60 family planning promoters by the end of the first year of the project.

To attract 4,000 new family planning acceptors during the first year of operation of the project, and an additional 9,500 during the second year of the project.

To be serving 20,000 family planning clients by the end of the third year of the project.

Developing Detailed Project Activities

The plan of activities constitutes the core of your plan and should describe the major activities needed to accomplish each project objective. To fully develop the plan, you should list the key activities that must be carried out in order to achieve each objective. One or more staff members should be assigned to each activity, and these people will be responsible for overseeing or carrying out the activity. The activity plan will provide the project staff with a clear picture of their responsibilities and activities during the project. Even though changes might have to be made during the project, the activity plan provides a vital aid to project management.

The plan of activities can be divided into two subsections: a **detailed description of project activities** and a **project activity timeline**.

Project Activities. In this section you should describe each project activity and explain how the activity will contribute to the achievement of project objectives. You may want to begin by listing under each objective all the activities that would be required to fulfill that objective. You should also describe the proposed staffing plan for the project by outlining job descriptions and describing the skills of individuals already enlisted in the project.

The descriptions in this section should be specific enough so that there is no question about the appropriateness of each expense listed in the budget. The description should explain the items in the budget that are critical to the achievement of the stated objectives, *for example, hiring a trainer to train new family planning promoters*. This section could be organized to include the following:

- A description of the major activities to be carried out that answer the questions "what, where, by whom, and when?" This description should also include activities that might require technical assistance from another organization or program.

- A description of the management systems supporting these activities (e.g., supervisory, management information, and financial management systems).

- A list of activities to be carried out by other organizations or programs in order for the project to proceed on schedule. *For example, a time schedule for shipping contraceptives, or an allocation schedule for the disbursement of funds.*

Project Activity Timeline. This section outlines the major project activities and staff responsibilities, and illustrates the chronological sequence of the activities. The project activity timeline (also known as a chronogram or Gantt Chart) is an essential tool for planning a project, but should also be used for monitoring activities and short-term results, for keeping the project on schedule, and for managing the project's resources.

A complete project activity timeline is a condensed summary of the major project activities in their planned chronological sequence. It should show the month or quarter in which each activity will be conducted and the person(s) responsible for carrying out that activity. At a single view, the timeline enables the project planners to assess the workload of each staff member, and determine whether staff members that have multiple responsibilities will be available when they are needed (see Sample Project Activity Timeline on the next page). A project activity timeline that is developed at the beginning of the project can be updated periodically and referred to by project staff on a regular basis.

During the course of the project, new activity timelines also can be developed by individual staff members to outline activities that relate to specific objectives and targets of their own work. Activity timelines used in this way will help project planners and supervisors to integrate and coordinate their work and more accurately monitor the progress of the overall project.

Sample Project Activity Timeline

Project Activity (partial list)	Year 1 Q1	Q2	Q3	Q4	Year 2 Q1	Q2	Q3	Q4	Year 3 Q1	Q2	Q3	Q4	Person(s) Responsible
Review project plan and activities with State Medical Director and clinic directors	■												State Project Coordinator
Select and recruit project personnel— 10 physicians 3 outreach supervisors 60 promoters		■ ■ ■											State Medical Director/State Project Coordinator State Project Coordinator/Clinic Directors Clinic Directors/Outreach Supervisors
Order contraceptive supplies and IEC materials			■										State Project Coordinator
Train physicians and MCH clinic nurses			■										State Medical Director/Local Medical Trainer
Train supervisors in techniques for supervising CBD workers/promoters		■											Local Family Planning Trainer
Develop monitoring and reporting forms	■												State Project Coordinator/State Medical Director
Receive contraceptive supplies and IEC materials			■		■				■			■	Supplies Manager/Clinic Directors
Provide family planning services in clinics			■—————————————————————————————————■										All clinic staff and physicians
Train family planning promoters/refresher training (3 sessions of 20 promoters each session)			■		■								Local Family Planning Trainer/Outreach Supervisors
Provide community-based IEC and family planning services			■—————————————————————————————————■										Family Planning Promoters
Supervise promoters		■—————————————————————————————————■											Outreach Supervisors
Conduct monitoring visits to outreach sites			■		■		■		■				Clinic Directors/Outreach Supervisors
Make project monitoring visits		■		■		■		■					State Project Coordinator
Submit financial and programmatic reports				■	■			■			■		Clinic Directors
Evaluate project progress and impact											■	■	State Director MCH/FP and Local Consultant

(Project Quarters timeline — bar placements approximate)

Critical Elements to Consider When Developing a Plan

To develop a successful plan, managers must address four areas of critical importance: contraceptive supplies, equipment, and materials; training; service delivery; and sustainability. The sections below suggest the kind of information that your plan should cover.

Contraceptive supplies, equipment, and materials. Your plan should include a section that describes both the types of contraceptives or other supplies that your project will consume (or dispense) and thus will need to replace during the project, and the way that you will manage the inventory of these items so that you do not run out of needed supplies. For each type of commodity you should indicate who the supplier(s) will be, and if possible who the alternate suppliers will be in case you need to use them. This section could include:

- A description of the system for logistics management and for the distribution of supplies to service points. This should include the record-keeping and reporting systems, and the dates when physical inventories will be performed.

- An estimate of the number of contraceptives or other types of supplies that you will need in order to serve the estimated number of clients in the project, or at least an estimate of the amount you expect to distribute in the first year.

For more information on managing contraceptive supplies see Volume I, Number 4 of *The Family Planning Manager*, "Improving Contraceptive Supply Management."

Training. The larger the training program, the more detailed your plan should be. You should be sure your training plan includes the following details:

- The program content: theme, topics, date, venue, speakers, agenda;

- The number of participants and the criteria for selecting the participants;

- A list of resource persons, including their qualifications, scope of work, and topics they will cover;

- The logistics plan, including the selection of participants, invitations, arrangements for travel, meeting space, training equipment, and preparation of background documentation.

Service Delivery. If you are planning on offering new services or expanding existing services, you should consider and provide details on any program activities that will be needed to support the implementation of the plan. These activities might include:

- The replacement of existing equipment, purchase of new equipment (and any recurrent costs of operating the equipment), the need for new suppliers, and the development of a maintenance contract;

- The construction or renovation of new service sites. (indicate where the sites will be, who will perform the work, and when the work will begin and end);

- The development of any new service policies or protocols;

- Outreach and follow-up activities (indicate who will do the work, in which areas, how often they will visit the sites, and how they will travel to and from the sites).

Sustainability. Most funders are looking for initiatives that will continue after donor support has ended. The best plans clearly address this important issue of sustainability. The critical elements of sustainability include positioning your organization to meet future changes in the environment and in the needs of its clients, increasing client demand and expanding the client base to serve the disadvantaged and underserved, and achieving greater control of human and financial resources. Income generation is a key element to consider in achieving greater control over financial resources. When developing your plan always try to consider how you might finance a portion of project activities by selling contraceptives, charging fees for services, or fundraising. Include in your plan a description of the activities that will generate income and the way in which that income will be used.

The ability of a project to generate income and to increase the amount of income raised in future years will greatly help in establishing the financial sustainability of the project, and will reduce the dependence on external donor support. For more information on charging fees for services see, Volume I, Number 3 of *The Family Planning Manager*, "Charging Fees for Family Planning Services."

Tracking the Progress Toward Meeting Objectives

Plans for monitoring and evaluating your project should be included in the initial project design.

Monitoring. Monitoring is the process by which project activities and the budget are regularly reviewed. Monitoring helps to ensure that the activities planned in the work plan are being completed and that the costs are in line with the budget. Financial monitoring also enables the project director to see whether the budget is being followed, to document the reason(s) why it is not being followed, and to determine whether budget revisions are needed. The monitoring plan should include at least the following information:

- A list of the project personnel who will be involved in monitoring the project, and their specific monitoring responsibilities;

- How and when project managers will monitor activities;

- A plan for the development of criteria that will be used to monitor project activities, including measures of service quality;

- A plan for the development of forms that will be used for monitoring activities.

An example of a monitoring plan: *The State Project Coordinator assigned to the project will monitor the progress of activities and the costs incurred in carrying out these project activities. On a quarterly basis, the State Project Coordinator will compare the completed activities and the expenditures against planned activities and the budget, by making site visits to clinics and outreach worker sites. Clinic directors will be responsible for monitoring the activities of the promoters on a quarterly basis by making visits to selected outreach worker sites with the supervisors assigned to each area. The State Medical Director will monitor the quality of care provided by the physicians on a quarterly basis by making site visits to the clinics and by conducting random exit*

interviews with clients. Early in the first quarter of the project, the State Project Coordinator and the State Medical Director will develop specific monitoring criteria for the project and will revise existing government monitoring and reporting forms for use in this project. The forms will be designed to collect basic family planning data, to track potential discontinuers so that the outreach workers can provide timely and effective follow-up visits, and to assess client satisfaction with clinical and outreach services.

Evaluation. It is vital to have a plan for assessing project achievements during and after the implementation of a project. The evaluation of the project should analyze the **implementation process** (that is, whether the planned activities were carried out and completed) as well as the **impact** (or long-term effect) that the project has had on the target population. By developing this section of the plan, you will define and let other project personnel know in advance what aspects of the project will be evaluated, and how and when the evaluation(s) will be conducted. Knowing what and how projected achievements will be measured helps to build a common goal among project personnel and keeps staff focused on meeting the objectives of the project.

Your evaluation plan should specify the following:

- How the evaluation criteria will be developed;

- Who will perform the evaluation and when the evaluation(s) will occur;

- How evaluation data will be collected and submitted, including how qualitative data, such as information on user satisfaction, will be collected;

- How and when evaluation data will be analyzed and reported;

- How the evaluation findings will be used.

To establish the evaluation criteria, base the criteria on specific project objectives. Because these objectives are SMART, they are measurable and observable, and can be easily converted into evalua-tion criteria. The example on the next page shows how you can use evaluation criteria to chart your achievements.

Charting Your Achievements

You can present evaluation criteria in chart form, leaving spaces to indicate the percentage achievement of your stated objectives. A similar chart could be used to measure the percentage increase or decrease against the baseline data collected at the beginning of the project, if desired.

Evaluation Criteria	Target (Yr.1)	Actual		Target* (Yr.2)	Actual		Target* (Yr.3)	Actual	
		No.	%		No.	%		No.	%
Number of associate physicians providing family planning services in peri-urban communities	10			10			10		
Number of family planning promoters selected and recruited	60			60			60		
Number of family planning promoters oriented and trained	60			60			60		
Number of family planning acceptors served by promoters	2,000			6,500			9,250		
Number of family planning acceptors served by the clinics	2,000			7,000			10,750		
Total number of family planning clients served by the project	4,000			13,500			20,000		

* Targets refer to projected cumulative totals

Reporting Your Achievements

You should have forms for reporting on both programmatic achievements and financial activities. If you do not already have reporting forms, you will need to develop new forms, or modify existing forms used by your program or other similar programs, so that they can be used for this project. The plan for your new initiative should indicate both the frequency with which you will prepare the reports and an outline of the type of information the reports will contain.

Programmatic Reporting. Programmatic reports provide detailed information on the activities undertaken in the project. Your reporting plan should specify the non-financial information that these reports will cover. These reports (usually written in narrative form) should explain the activities that the project has undertaken during the period covered by the report, and the achievement (or progress toward the achievement) of your stated objectives. It is also helpful to include graphics that illustrate the project achievements to date. The narrative reports should refer to the stated objectives, activity plan, and evaluation criteria to be used in analyzing project progress.

Financial Reporting. Financial reports show how much money has been expended during a specific reporting period and for what purpose, and whether the money that was spent was in line with the budget. This information is critical for determining whether the amount of money budgeted for the next period of the project is going to be sufficient to carry out the planned activities.

Developing a Budget for Your Initiative

The principal functions of a budget are to record the goals and objectives of your initiative in monetary terms, and to provide a tool with which to monitor financial activities and project performance throughout the life of the project. It is helpful to prepare both a **detailed budget** for the first year of the project and a **summary budget** showing the financial needs for the life of the project.

To prepare the detailed budget, you will need to carefully examine each project activity to determine the costs that are associated with implementing the activity. This is a very important step, since there are often hidden costs that can easily be overlooked such as the cost of renting a training facility for conducting quarterly training, or the cost of purchasing materials for a training program. All costs will then need to be sorted into budget categories. The first draft of the budget should contain only *direct project costs*, meaning costs that are directly associated with a specific project activity, and each item listed in the budget should be clearly identifiable in the activity plan. The budget categories listed below, and the explanations of the types of expenses to include under each category, provide a guide to how you might organize your budget.

Sample Budget Guidelines

The following descriptions of budget categories provide examples of the types of costs that can be included under each budget category. There is no single correct way to develop a budget. What budget categories an organization uses and what is included in each of these categories will vary from organization to organization. If you are preparing a budget, check your organization's budget categories and the types of costs included in each category before preparing your budget. The categories listed here provide a basic guide for developing and organizing project costs.

Salaries and Wages. This category includes the amounts to be paid to project personnel for salaries and wages. A *salaried* employee is generally paid on an annual or monthly basis regardless of the number of hours worked. A *wage* employee is generally paid on an hourly basis, and if additional hours are worked beyond the time agreed, overtime, time-and-a-half, or double time may apply if such practices are consistent with those of similar occupations or organizations in your area. For each position, list the title, the amount of monthly or yearly salary, and the percentage of time to be devoted to the project (for instance, 100% or 50%), or list the hourly wages to be paid.

All salary or wage amounts should be consistent with your regular salary or wage policies. If a new position is being created, salary or wage levels should be consistent with those of similar occupations or organizations in your geographic area.

Salaries and wages included under this cost category must be for individuals who are, or will be, employees of the project, or who are employed by your program and will spend part of their time on the project. Otherwise, all compensation for individuals who are not legal employees, such as consultants and those hired under contractual agreements, should be included under the category "Fees."

Benefits. This category includes all expenditures for benefits that are in accordance with labor laws and your program's usual policy and practice. These might include Social Security, severance pay, annual vacation, sick leave, housing allowance, medical insurance, and others. Benefits should be included only for individuals listed under "Salaries and Wages." In most countries, individuals listed under "Fees" are not generally entitled to benefits. However, if local law mandates such entitlement, you should put these costs under "Benefits."

The costs of the benefits for each employee or group of employees should be shown separately and the basis for the calculation of the benefits should be explained in accompanying notes. Some organizations are able to calculate benefits as a fixed percentage of salaries and wages. However, unless your organization

has developed a benefit rate by working with an financial auditor or has documentation of government regulations that specify the rate to be used, you should not base benefits on a percentage of salaries (see box on indirect costs on page 12).

Fees. This category includes all costs for professional services performed by individuals not listed under Salaries and Wages. These costs include short-term consultants and contract personnel who perform accounting services, lectures, training sessions, research, and evaluations. This category also includes honoraria paid to individuals for professional services rendered. Customarily, fees are paid through contractual agreements with individuals for a specific period of time and individuals receiving fees generally are not entitled to benefits.

These contractual obligations may be made with individuals who work for your program but who otherwise would not be part of this project, such as a program trainer, or they can be made with an outside consultant. List the type of service, the individual providing the service, and the cost(s) of the service. Indicate how the costs were calculated, for example cost per hour, per week, per month.

Travel and Associated Expenses. The type of travel normally included in this cost category is regular and customary travel associated with the activities of the project. These costs might include travel for supervisory visits, staff meetings, outreach, and other field visits. Include all estimated costs for travel such as air fares, bus or train fares, taxis, out-of-pocket expenses, short-term vehicle rentals, fuel, mileage, and per diem. You should not include any costs connected with education and training; such costs should be listed under "Education and Training" described below.

Supplies and Equipment. All office and clinic supplies, commodities, and equipment to be purchased in-country should be listed here. The cost of each commodity and piece of equipment should be shown. Examples of items to be included in this category are office furniture, clinic furniture and equipment, cleaning supplies, vehicles, audio-visual equipment, computer hardware or software, and typewriters.

Purchased Services. These costs generally refer to long-term contractual services or agreements with institutions. Examples include: building rental, long-term leases on equipment or vehicles, maintenance contracts for equipment or vehicles, construction services, janitorial services, and advertising or promotion services that are critical to the success of the project, such as a radio spot promoting family planning services. List the type of service contracted, the individual or firm providing the service, the cost of the service, and the basis for the calculation. Since this is a budget for the first year of the project, be sure to include only the cost for one year of services, even if a service is contracted for more than one year.

Education and Training. Generally, the expenses associated with this cost category refer to the costs of having participants attend specific training workshops, seminars, or conferences. This section could include costs associated with hosting a training program or sending participants to another training program. Include all amounts for tuition, training, fees, conference registration fees, participants' travel costs, per diem, books, and other costs associated with conducting or attending a training workshop. You should not include any costs you have already listed under "Fees" or under "Travel and Associated Expenses."

General Administration. All expenditures anticipated in the normal course of doing business that are not contractual agreements can be listed here. The specific cost item should be directly attributable to the project. These expenditures include postage, freight (and any necessary shipping insurance), photocopying, printing, telephone, faxing, telexes, utilities, bank charges, dues, subscriptions, publications, vehicle registration, employment advertising, casualty insurance, and other usual and customary administrative costs.

Other Costs. Occasionally there are costs that do not fit into any of the categories listed above. Such costs can be listed here with a justification for each item. Indirect cost rates can also be listed here, although there are specific guidelines for charging these indirect costs to your project; these are outlined in the following section.

Determining an Indirect Cost Rate

If you are planning on seeking outside funding, you will need to determine a rate for calculating and including in your budget *indirect costs*, such as the cost of depreciation of program equipment, the program's proportion of the cost of maintaining the grounds or facilities that benefit all the projects of a larger program, or any expenditures for administrative services that cannot be allocated to specific project activities. (All administrative expenditures that can be assigned directly to project activities should be included under "General Administration.")

If programs plan to have any of these costs paid for by outside sources, most donors require that an indirect cost rate be determined by a licensed accounting firm. Programs that have centralized administrative operations and multiple funding sources may wish to allocate their administrative costs to each funding source proportionally. An indirect cost rate, calculated by an independent firm, will help in determining how a portion of these costs can be recovered. Always keep complete documentation in your files that explains the indirect costs and the rate by which they are calculated.

If your organization has not had an indirect cost rate determined and the expenses cannot be attached to the project activities, an outside funding agency will not be able to pay for these costs. They should then be considered part of that portion of the budget that your program plans to cover.

Calculate the total budget. To complete the budget you will need to calculate the sub-total of each budget category, then calculate the total budget for the first year of the project by adding the sub-totals of each budget category. Record the Grand Total at the bottom of the budget. Below is an example of the costs for one budget category, "Salaries and Wages" for the first year of the sample project.

Sample Budget Detail (in local currency)

Salaries and Wages:

1 State Project Coordinator (75% time)	(800/mo. x 75% x 12 mo.)	7,200
1 State Medical Director (10% time)	(1000/mo. x 10% x 12 mo.)	1,200
3 Outreach Supervisors	(300/mo. x 100% x 10 mo.)	9,000
40 Family Planning Promoters	(200/mo. x 100% x 6 mo.)	48,000
20 Family Planning Promoters	(200/mo. x 100% x 3 mo.)	12,000
10 Clinic Directors (25% time)	(500/mo. x 25% x 12 mo.)	15,000
10 MCH Clinic Nurses (25% time)	(400/mo. x 25% x 12 mo.)	12,000

Subtotal Salaries and Wages: **104,400**

Following the example outlined in this issue (see Project Activity Timeline, page 6), this budget detail shows that 40 of the Family Planning Promoters will be hired during the first 2 quarters of the project, and an additional 20 will be hired by the end of the third quarter. Therefore, the budget for their salaries reflects this staggered hiring schedule. Also note that the costs of hiring the associate physicians, trainers, and outside consultants are not included under "Salaries and Wages," because in this example only employees receiving benefits are included in this budget category. The physicians, trainers, and outside consultants should be included under the category "Fees," since a special contract for their services needs to be developed; thus all costs of paying them is listed under "Fees."

The Budget Summary. It is also helpful to summarize how the funds will be spent over the entire duration of the project. By creating a budget summary you can see, in outline form, the projected financial requirements of your new initiative. The summary for the first year can be derived from the sub-totals of each budget category that you have already figured. You will then need to estimate the costs for the following years. As the Sample Budget Summary shows, the summary presents an overall picture of the financial requirements of a three-year project, the extent to which the project intends to decrease its reliance on outside funding sources, the assumptions that have been made in developing the budget, and the year or years in which principal up-front costs will be incurred.

Ideally, the summary will reflect gradual reduc-tions in outside donor support. If not, the need for the same levels of funding over time should be explained at the bottom of the budget. You should also include an explanation of the assumptions used in forecasting the project's future budgetary needs. Such assumptions may include the expected inflation in the cost of living, increases in self-financing projections, expected project expansion, and other factors.

A budget summary is a useful tool at the planning stage to provide a more objective view of the finan-cial needs of the project in the early phases and to project the operating (or recurrent) costs of imple-menting the project over the long term. A projection of recurrent costs is critical to effectively planning for the future, because these are the costs that the program will need to sustain. ◼

Sample Budget Summary (in Local Currency)

Budget Category	Project Period (three 12-month phases)			
	1993	1994	1995	Total
1. Salaries and Wages	104,400	190,200	199,710	494,310
2. Benefits	41,760	76,080	79,884	197,724
3. Fees	150,000	100,000	75,000	325,000
4. Travel & Associated Expenses	30,000	5,000	5,000	40,000
5. Supplies & Equipment	12,000	4,000	5,000	21,000
6. Purchased Services	15,000	15,750	16,540	47,290
7. Education and Training	17,000	5,000	1,000	23,000
8. General Administration	7,000	7,350	7,718	22,068
9. Other Costs	N/A	N/A	N/A	
Total Cost	**377,160**	**403,380**	**389,852**	**1,170,392**
Outside Funding Needed: Percent of Total Budget	250,000 (66%)	200,000 (50%)	150,000 (38%)	600,000 (51%)
Costs Covered by Program (or other local resources): Percent of Total Budget	127,160 (34%)	203,380 (50%)	239,852 (62%)	570,392 (49%)

Assumptions: 5 percent average annual inflation
Project fully staffed in Year 2

Turning Your Plan into a Proposal

Once you have developed your new initiative and prepared a plan detailing the objectives, the activities that will allow you to accomplish those objectives, the way the project will be monitored and evaluated, and the cost of implementing the project, you can turn the plan into a proposal for funding. This can be done by adding a few sections to your plan. Along with the plan, your proposal should include sections that explain the **qualifications of your organization and of key personnel** who will be involved in implementing the project, the factors that will further the **project's sustainability**, and a **brief summary of the project**.

Donors are particularly interested in funding projects that are submitted by organizations or programs that have clearly demonstrated their commitment to the issues addressed by the project, and have both the technical skills to conduct the project and the ability to adequately staff the project. In addition it is important to show, by explaining previous experience in managing human, material, and financial resources, that the organization has the administrative skills to manage the project.

Explaining Your Organization's Qualifications

A section of the proposal should demonstrate that your organization has the necessary experience and qualifications to carry out the proposed project. To do this you should:

- Briefly state the mission of your organization.

- Describe your organization's type (public agency, non-governmental organization, family planning association), its facilities, and its administrative and management capabilities.

- Indicate the major projects your organization has already implemented and their major achievements. Highlight related projects or activities that will serve to support the efforts described in your proposed project. If outside sources of funds were used for these projects, indicate the sources of these funds.

- State any other sources of financial support your organization is requesting or has received for this project.

Describing Key Personnel

A donor organization will want to consider the qualifications and experience of the people who will be responsible for carrying out the project. In your proposal you should state the qualifications of key personnel such as the Project Director, Senior Managers and Supervisors, doctors and nurses, and any other personnel who will have major responsibility for achieving the expected results of the project. You should:

- Include the qualifications and curricula vitae of all key personnel who have already been identified to work on the project.

- Identify new positions to be filled in the project and provide job titles and descriptions of these positions.

- Provide an organizational chart.

Describing Project Sustainability

Donors are particularly interested in projects that have a clear plan for how the project will be able to continue in the future while decreasing its reliance on donor funds. You should be sure to include a section in your proposal that discusses this issue of sustainability, and describes how the project will contribute to and strengthen organizational sustainability. To do this you should:

- Describe how the project will contribute to organizational stability. Discuss the ways in which the new initiative will help develop and maintain strong leadership, strengthen existing internal management systems, enhance staff capability, and respond to the changing environment and client needs.

- Explain how the new project will increase client demand and expand services to the poor and underserved;

- Show how the project plans to achieve greater control over resources by finding ways to reduce or recover costs without compromising the quality of and access to services.

Developing a Summary Sheet

Develop a one- to two-page summary of the project in outline form that will be attached to the front of your plan. It should contain the following information:

Title of the Project or Initiative. Develop a brief and descriptive title for your project.

Name of Your Organization. Give the name, address, and telephone number of your organization or program and include cable, fax, or telex numbers if available. If you know who the Project Director will be, provide the name of that person. Always provide at least one name of a person to contact.

Project Dates. Give the dates that the proposed project will begin and end.

Project Budget. Give the total amount of funds needed to conduct the first phase of the project, that is the total estimated cost of the project as figured in the budget summary. Separately, you should also note the total budget amount for the first year of operations that you figured in the detailed budget. It is helpful to the donor to provide these figures both in your local currency and the foreign currency equivalent, noting the current rate of exchange. For each of the totals, you should show the portion being requested from the outside donor.

It is also important to note other project resources or in-kind contributions that are not listed in the budget (financial or material resources, such as office space, vehicles, etc.) that will be provided by your organization or by other local organizations. You can also indicate in this section whether the project intends to generate income and how much income is expected to be generated in the first year.

Project Summary. Briefly summarize your proposed initiative in one or two paragraphs. The summary should answer the following questions:

What problem or need does the project address? (Problem Statement)

What will be the long-term effects of the project? (Overall Goal)

What measurable results will be achieved by the project? (Objectives)

How will the results be achieved? (Activities)

Estimated Costs and Achievements. This section, which can be presented in table format, helps to show, at a glance, the results that will be achieved by the project in relation to their costs. Make a row for each year of the project and show the total projected budget for each year (in local currency), separating out the portion your organization will provide from the portion you are requesting from the donor. Adjacent to these figures you should show the corresponding major results expected for each year of the project. These results can be taken from the objectives section or from the evaluation section that you prepared in your plan. Using this table, you can present rough estimates of the costs per unit of output, or achievement, on a yearly basis (in this case, the costs of providing services to each user you anticipate serving in your project).

Sample Chart of Estimated Costs/Achievements (in local currency)			
	Project Costs		**Achievements**
Project Year	**Donor Portion**	**Program Portion**	**Total Users** (cumulative)
Year 1:	250,000	127,160	4,000
Year 2:	200,000	203,380	13,500
Year 3:	150,000	239,852	20,000
Totals:	**600,000**	**570,392**	**20,000**

A forum for discussing additional applications of FPM concepts and techniques

On developing a plan of activities . . . One reviewer recommends, *"It is often useful to develop the Project Activity Timeline before writing the activity plan. Once the timeline is completed, showing who will be responsible for each activity and when it will be done, then the description of activities, the staffing pattern, and the budget can be derived from the timeline."*

On responding to donor requirements . . . One reviewer writes, *"Many donors have their own formats for writing proposals and often require that the grantee organization develop new monitoring and reporting forms, or use the forms developed by the donor for use in monitoring and reporting on project performance."*

On working with foreign currencies and anticipating inflation . . . One reviewer warns, *"Always keep in mind the inflation/devaluation factor when working with foreign currencies. Projects can suffer greatly if the rate of exchange has changed significantly by the time the donor money arrives, the result being that the project has less money to work with."*

On building partnerships . . . One reviewer stresses, *"The success of a new initiative is enhanced by building a working partnership between the donor, the managers, the providers, and the users. It is the manager's responsibility to keep the team focused by constantly reviewing both financial and program objectives to ensure that their intended outcomes, both short- and long-term, are achieved."*

On contacting donors in the planning process . . . One reviewer advises, *"Often donors prefer that organizations send a two-page letter describing the scope of the proposed project before developing the entire proposal. This gives the grantee organization an opportunity to market the project and highlight its particular approach, and also allows the donor to see whether the project is a good "fit" with the philanthropic goals of the donor organization."*

How to . . .

Increase Your Chances of Receiving a Grant

Once you have identified several donor organizations or public-sector programs from which you might seek funding, you should contact them to determine the types of projects that they customarily fund (if yours is not the type of project they usually fund, they could refer you to another source), any format guidelines you should follow, and the level of funding they are likely to consider for a project such as yours. Some donors have only small amounts of money available for certain types of projects, and while your project may be perfectly viable and worthy, you may be requesting more than the donor can give to one single project. Knowing this will help guide you in the process of turning your plan into a proposal, and will increase your chances of having your initiative funded.

Proposals should be written in the format required by the donor organization and submitted to the appropriate address for review. Many international donor organizations have country or regional offices to which the proposal should be sent. Other organizations prefer that the proposal be sent to their central office. Be sure to submit the proposal to the right person at the right address to avoid undue delays in the review process. Do not hesitate to contact the donor organization or the representative of the governmental agency if you have any questions at any step of the process of developing your proposal; it will save you time if you can make changes in the proposal earlier rather than later.

Donors will favor proposals that:

- Clearly define the problem that your project will address;

- Explain how your project will address the stated problem;

- Are complete and detailed, with reasonable objectives that directly relate to the proposed solution to the problem, and a well-designed activity plan for achieving these objectives;

- Present expected results of the project that are quantifiable, reasonable, and attainable, considering your human and financial resources and the environment in which you work. (Donors might look unfavorably on a project whose intended results and costs are unrealistic—either too high or too low—considering the political, economic, and social environment.);

- Present a detailed and reasonable budget whose items are justified in the activity plan;

- Demonstrate that the organization is excited about the project and convinced that its approach to addressing the problem is sound and meets existing needs;

- Provide evidence of your program's capacity to manage the project;

- Show the potential for the project to continue after the end of the grant;

- Show that the project is linked to other efforts—governmental or non-governmental—to solve the stated problem or need. Show that the addition of your project will enhance the work of other programs, making the proposed long-term impact even greater.

The following is an example of an outline of a well-organized proposal that incorporates every aspect of a basic plan for a new initiative.

Sample Project Proposal Outline

I.   **Project Summary**

II. **Why this New Initiative?**
   A. Problem Statement
   B. Proposed Solution

III. **Organizational Qualifications**
   A. Organizational Experience
   B. Key Personnel

IV. **Goals and Objectives**
   A. Goals
   B. Objectives

V.   **Detailed Activities**
   A. Project Activities
   B. Project Activity Timeline

VI. **Project Sustainability**

VII. **Tracking Progress**
   A. Monitoring
   B. Evaluation

VIII. **Reporting**
   A. Financial
   B. Programmatic

IX. **Budget**
   A. Detailed Project Budget
      (Year 1)
   B. Project Budget Summary

A Proposal for Introducing NORPLANT® in Morocco

The Directorate of Prevention and Health Education of the Ministry of Public Health (MOPH) in Morocco developed a plan for introducing the Norplant contraceptive implant in Morocco. However, they found that, in order to implement the plan, outside funding and technical assistance were required. As a result, the Ministry staff developed the plan further and wrote a proposal to collaborate with other institutions that would provide the initiative with the necessary technical assistance and financial support.

The Proposal

The project proposed to collaborate with three international population organizations, the Johns Hopkins Program for International Education in Reproductive Health (JHPIEGO), the Population Council, and the Association for Voluntary Surgical Contraception (AVSC). Each organization, along with the Morocco Ministry of Public Health, would provide technical assistance in its own area of responsibility as well as financial support for the initiative.

The overall goal of the project is to increase contraceptive prevalence in Morocco through the introduction of Norplant. The introduction of this method will broaden the range of modern and effective contraceptive methods available to Moroccan women.

The plan includes:

- Assisting the MOPH in Morocco in establishing a model program for the delivery of Norplant services at four full-service clinics;

- Helping the MOPH to develop these four sites as training centers;

- Evaluating the overall user and provider acceptability of the Norplant method in Morocco;

- Analyzing the service delivery requirements for Norplant in Morocco.

The Results

Since the inception of the program, Norplant has been successfully introduced at four regional service delivery sites in Morocco, as well as at the National Training Center in Human Reproduction and at a University Teaching Hospital. The MOPH is currently in the process of analyzing the data from the first 400 acceptors.

The collaborating organizations plan to present the findings and recommendations of this project to key decision-makers in Morocco, and hope to extend the project to other areas in Morocco.

Using Your Plan to Achieve Results

Once you have completed your plan and secured the required funding from internal and external sources, you can begin to implement your new initiative. Often, in order to begin implementing a project, it is necessary to go back to the activity plan and timeline and define in more detail the sub-steps that are required in order to complete each major activity. *For example, if your plan calls for interviewing prospective community promoters or other staff, arrangements may have to be made for a space or an office that can be used for conducting the interviews. You will also need to contact the key personnel and other staff who are written into the project and begin to work with them to specify their responsibilities in getting the project underway.* You, as a manager, should review the overall project objectives and develop targets that relate to your work group.

Although the plan identifies those people who will be responsible for submitting progress reports and for monitoring and evaluating project achievements, it is the responsibility of staff members and supervisors to regularly review and update the specific targets and achievements of their own work groups, and to make any necessary adjustments to activities in the work plan that relate to their level. Decide with your staff how frequently the achievements of your work group will be reviewed. It may be advisable for such review to occur more frequently than scheduled in the overall project reporting periods. This will allow you to see ahead of time whether you are meeting your own targets so that, if necessary, you can take corrective action before the end of the reporting period. If corrective actions are required, they should be communicated to the next higher supervisory level so that these can be incorporated into the overall project plan.

The project plan provides a basis for initiating the project and can be continually updated and revised to respond to changing circumstances. With regular updating, the plan will remain current and useful to managers for planning and guiding the work of their working groups. By using and regularly referring to the plan, staff are more likely to see how their contribution fits into the overall project and to stay motivated. Managers will more easily be able to maintain a spirit of teamwork, keep the project on course, and achieve the project objectives. ∎

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✓ Checklist for Developing Plans and Proposals

For Clinic Managers and Supervisors

☐ Analyze your service delivery program to determine how your services could better meet the needs of your clients or attract new clients.

☐ Brainstorm ideas with your staff for developing a plan for a new initiative.

☐ Ask senior-level managers to be part of the planning process; this is the best way to gain their commitment and enthusiasm for a new initiative.

☐ Develop a clearly written statement of the problem to be addressed, or the identified need, and describe how you propose to address it.

☐ Develop an overall goal and specific objectives for your initiative and make sure that your objectives are S M A R T.

☐ Describe in detail the activities that will be undertaken in implementing the initiative and develop a Project Activity Timeline.

☐ Think through and describe how you plan to monitor project activities, and how the project's achievements will be evaluated and reported. Establish evaluation criteria that correspond to the stated objectives of the initiative.

☐ Develop a detailed budget for the first year of the initiative, making sure that each cost in the budget corresponds to a planned activity.

☐ Work with senior managers to identify potential funding sources, and use your plan for creating a proposal for funding for your initiative.

For Mid- and Senior-level Managers

☐ Analyze survey reports to determine critical areas of need and brainstorm ideas for projects that might address the unmet needs of family planning clients or potential clients.

☐ Work with clinic managers and their supervisors to identify specific client needs that could be addressed by developing a program initiative.

☐ Provide guidance in planning and budgeting for new clinic-level initiatives, and be committed to implementing the projects.

☐ Encourage directors at higher levels and donors to support special program initiatives at the service delivery level.