

Proposal Analysis

Another important task in fundraising is proposal writing. Many organizations have already had experience with writing proposals. One way to improve your proposal writing skills is to analyze sample proposals and see what their strengths and weaknesses are. You can borrow what is outstanding and avoid making the same mistakes. The exercises set forth below will help you.

Proposal One: *HIV Prevention among African-American Sex Workers and Drug Users in Oakland, California*

We are going to start our discussion by talking about the sample grant proposal that you read from an HIV/AIDS group in Oakland, California. It has appeared in *How to Create a Budget-Exercise in Program Management Skills (2)—Financial Management*. Here are some questions to think about:

1. How is the proposal organized? Is there anything missing?
2. What are the strengths?
3. What are the weaknesses?

Proposal One Outline¹

1. Title	<p>Local Knowledge: These sections should illustrate the applicant’s knowledge on the local community and expertise on the target area, community and existing problems.</p>
2. Background	
3. Target Area <ul style="list-style-type: none"> a. HIV/AIDS in target area 	
4. Target Population <ul style="list-style-type: none"> a. Target population’s attitude towards social institution 	
5. Summary description of the problem	<p>Capacity: The applicant should show their capacity to manage this grant, including fiscal management and collaboration with target population.</p>
6. Capacity and experience of applicant <ul style="list-style-type: none"> a. Evidence of access to target population b. Fiscal capacity 	
7. Mission	<p>Mission: The mission states the ultimate goal of the organization.</p>
8. Goals <ul style="list-style-type: none"> a. Ultimate goal b. Objectives for the year 	<p>Specific objectives: These objectives should also be the program’s results in one or two years – these can be compared to the “outputs” from a strategic plan.</p>
9. Program plan <ul style="list-style-type: none"> a. Street level outreach (safety precautions during outreach) b. The outing: small group sessions and health screenings (client incentives) 	<p>Program description: The applicant should explain how to implement the program in detail in this section. This section should also include details on risk management, or how to ensure program staff and target population’s safety. It is best to include: 1) a budget form that distinguishes between administrative and program costs; and 2) a timeline of the program and person responsible for each action.</p>
10. Evaluation <ul style="list-style-type: none"> a. Personnel b. Impact objectives c. Potential for long-term impact and replicability 	<p>Evaluation: A proposal should include how the program will be evaluated, and who will evaluate it. It makes the proposal convincing if the applicant can specifically illustrate how the program’s success can expand and be replicated in other cities by other organizations. Donors like to hear about how programs can be repeated and applied elsewhere, because that means their investment can bring about bigger impact.</p>

¹ Adapted from *CPN Fundamentals of Grant Writing: Facilitator's Guide*, CBA Provider Network, September 2014, <https://www.cbaproviders.org/ResourceMaterials/21/Grant%20Writing-Facilitators%20Manual_FINAL.pdf> at 120-148.

Proposal One – Analysis

Strengths	Weaknesses
<p>+ Exhibited local knowledge on target area, population and community. Evidence of access to target population; Summary description of the problem; Target population’s attitude towards social institution</p>	<p>- No detailed budget broken down into administrative and program costs.</p>
<p>+ It includes research on the issue and a deep understanding of relevant information. Description of target area; HIV/AIDS in target areas; and target population</p>	<p>- The mission or ultimate goal is not mentioned until page four, but it should be stated at the very beginning of the proposal.</p>
<p>+ Evaluation methods are clearly stated: including who will do it and what indicators will be used to assess the impact. Evaluation; personnel; and impact objectives.</p>	<p>- No timeline for the program that breaks the project down into individual, concrete steps over time.</p>
<p>+ Discussion on risk management Safety precautions during outreach</p>	
<p>+ Shows strengths in fiscal management Fiscal capacity</p>	
<p>+ Discussion on the potential of replicability among other regions of the program Potential for Long-Term Impact and Replicability</p>	

Next, we provide another proposal and its analysis — **Proposal Two: Youth Health Awareness Project.**

Proposal Two Outline²

Youth Health Awareness Project

HIV/AIDS and Hepatitis C

Submitted to: Health Canada

Submitted from: Toronto Cares

Name: Youth Health Awareness Project

Goal: Youth make good decisions about their health

Sponsor group: Toronto Cares

Project Summary:

The mandate of our organization is to give information to people in our region that will help them make healthy decisions for themselves and their families. We will be working with the local school and health center on this project.

The objectives and activities of this project are:

Objective 1: Help prevent the spread of new infections of HIV/AIDS and hepatitis C.

Activities:

- Hold a regional workshop about the health risks of self-piercing and self-tattooing.

² Adapted from *Sample Proposal: Youth Health Awareness Project*, NWT Literacy Council, <http://www.nwtliteracy.ca/resources/comdev/proposal_writing/sample_proposal_youth_health_awareness_project.pdf>.

- Develop public service announcements to help prevent HIV/AIDS and hepatitis C.

Objective 2: Understand what life is like for people infected with HIV/AIDS and hepatitis C.

Activities:

- Develop and distribute learning resources.
- Write and perform a community play.

The expected results of this project are:

- More youth will know more about how to help prevent the spread of new infections of HIV and hepatitis C.
- Youth will better understand what life is like for people infected with HIV/AIDS and hepatitis.

The tools that will be used to measure the results of the project include workshop attendance and evaluations, feedback from youth, teachers, contractors, project records and financial reports.

The project will produce:

- A resource about HIV/AIDS and hepatitis C.
- A workshop for youth about safe practices for self-tattooing and body piercing.
- A community play about HIV/AIDS and hepatitis C written and performed by youth.
- PSA announcements written by youth about HIV/AIDS and hepatitis C.

The project results will be disseminated through a written evaluation. It will be given to all stakeholders in the project.

Project description

The overall goal of this project will help youth make good decisions about their health. Youth in our region are at risk of contracting HIV and hepatitis C through risky self- tattooing and body piercing. Youth do not have an understanding of how HIV and hepatitis C can affect their lives. This project is needed in our region as more and more youth are being diagnosed with HIV and hepatitis C in our communities.

Our target audience is youth between the ages of 13 and 15. Our activities for this project are:

- Hold a regional workshop about the health risks of self-piecing and self-tattooing and to teach safe practices. We will bring in a health worker to deliver this workshop along with a person who specializes in tattooing and body piercing. The workshop will be one and a half days long and will be open to 25 participants from our community and the region. We will bring in 3 youth from each community and we will have 10 youth from the host community. Travel and accommodation will be provided to youth through this project.
- Develop public service announcements to help prevent the spread of HIV/AIDS and hepatitis C. The PSAs will be written by youth in the community and region who participated in the workshop. The public service announcements will on the local radio station. They will air three times a week for 10 weeks.
- Create a community play about HIV/AIDS and hepatitis C and the risks of self-tattooing and body piercing. We hope to work with the local community theatre group to develop and deliver this play. Youth will be involved in writing the play, acting in the play and stage managing. This is a great way to engage youth developing something

positive for the community.

- Develop a learning resource for youth and teachers, to explore stories and people infected with HIV/AIDS and hepatitis C. The resource will be given to participants in the workshop and to teachers in the region. The resource will have information, stories and handouts for students. It will provide teachers with a resource that can be used immediately in the classroom.

The school will host the workshop and help recruit participants, the health center will provide support and workshop assistance. Both these partners see how this project benefits their organization and the community.

The evaluation of the project will provide information on the number of youth that attended the workshop, the number of times the PSAs play on the local radio station and the number of youth who helped to write the PSAs. The evaluation will also include the workshop evaluations and the resource evaluations from both youth and teachers. We will provide information on the number of youth that participate in the community play and how much time they spend developing and producing the play.

We hope that the plays will be well-attended and will report on the number of people who attend.

At the end of this project more youth will know more about how to help prevent the spread of new infections of HIV and hepatitis C. In addition, they will better understand what life is like for people infected with HIV/AIDS and hepatitis. This project will promote healthier living for youth in our region. We hope that the workshop, resources, PSA announcements and the community play will promote safe practices around tattoos and body piercing. We also hope that it will provide youth with much needed information about HIV/AIDS and hepatitis C.

Description of Your Organization

Toronto Cares is an alliance of community-based organizations committed to promoting adolescent and child health in Toronto and surrounding areas. We are doctors, nurses, social workers, public health professionals and community organizers dedicated to improving the health of youth in our communities. We were founded 10 years ago and currently operate out of Toronto University Hospital. Our governance board includes representatives from each of the six organizations that comprise Toronto Cares.

Need for the project

In the past few years youth have started to pierce their own body parts and tattoo themselves. We have no professionals in our community to provide these services. Youth need good information appropriate to our culture and geography about the risks involved with these activities and how to do them safely. Youth also need to better understand the consequences of risky behavior.

Potential partners:

Community school and Health Centre.

The school will host the workshop and help recruit participants, the health center will provide support and workshop assistance. Both these partners see how this project benefits their organization and the community.

Program Global Budget :

Administrative Expenses	Calculation	Need	Fund from Youth Care Foundation	Fund applied from Family Foundation	Gap
Executive Director's Salary	\$2,000/Month x 10% x 6Mo.	\$1,200	0	\$1,200	0
Rent	\$500/Month x 6 Mo. x 25%	\$750	\$750	0	0
Sub-total: Admin		\$1,950	\$750	\$1,200	0
Program Expenses					
Program A : Workshops					
Program staff	\$1000/person/months x 100% x 2 people x 6mo.	\$12,000	\$5,000	\$5,000	\$2,000
Meeting room	\$200/day x 2.5 days	\$500	0	\$500	0
Transportation	\$100/person x 25 people	\$2,500	\$1,000	0	1,500
Accommodation	\$100/person/day x 25 people x 2.5 days	\$5,000	0	\$2,500	\$2,500
Printing and tea breaks	\$300	\$300	0	\$300	0

Expert fees	\$200/person x 3 people	\$600	0	0	\$600
Program B—PSA					
Transportation	\$10/person x 5 people x 5 times	\$250	\$250	\$0	\$0
Program C — Community Play					
Transportation	\$10/person x 5 people x 10 times	\$500	\$250	\$0	\$250
Brochure	\$300	\$300	\$200	\$100	0
Program D — Resources Development					
Printing	\$5/Copy x 300 copies	\$1,500	\$500	\$500	\$500
Mailing	\$100	\$100	0	0	\$100
Sub-total: Program		\$23,550	\$7,200	\$8,900	\$7,450
Total		\$25,500	\$7,950	\$10,100	\$7,450

Proposal Two – Analysis

Strengths	Weaknesses
<p>+ It includes a simple and clear program budget.</p>	<ul style="list-style-type: none"> - The budget could be more detailed (for example, the printing and tea breaks in Program A are not divided). - There is an error in the budget. The calculation for the ED’s salary was wrong. This will leave the donor with a negative impression of the program.
<p>+ Expenses in the budget are broken down into different categories with calculations for each item.</p>	<ul style="list-style-type: none"> - Although the budget is simple and direct, the narrative statement of this grant proposal is quite weak. Toronto Cares should provide more background information, as well as information on the importance of the problem. The program they propose is also vague. For example, they discuss developing a “learning resource,” but never define what this resource will actually look like.
<p>+ The budget also lays out the amount requested from the donor in relation to other revenue and in-kind support.</p>	<ul style="list-style-type: none"> - The narrative could also be strengthened by the inclusion of a program timeline or logic model that breaks the project down into individual, concrete steps over time.
<p>+ The narrative clearly states each objective and lists activities under each.</p>	<ul style="list-style-type: none"> - The goal of their project – “youth make good decisions about their health” – is too general. The goal should clearly state the group they hope to help (youth in Toronto) and the issue they want to address (HIV and hepatitis C infection from self-tattooing).