Test your knowledge of the topics we will cover. Please fill out this pre-assessment before beginning the module.

Grant Proposals and Financial Stewardship

WOMEN DELIVER

Welcome back to Women Deliver Young Leaders Program Digital University! You've learned what SRHR is (Module 1), how the Sustainable Development Goals (SDGs) link to gender equality (Module 2), advocacy techniques and strategies (Module 3), and how to use communications to achieve your objectives (Module 4). You've come so far! In this fifth, and final module, you will learn how to put these lessons into action with a grant proposal. After this final module, you will have completed Digital University and will be eligible for select opportunities of the Young Leaders Program, including applying for grants.

Let's get started!

Table of Contents

CONCLUSION

Learning Objectives

"How wonderful it is that nobody needs to wait a single moment before starting to improve the world."

—*Anne Frank, young diarist during the Holocaust*

THE FUTURE OF ADVOCACY

Across the globe, young people are working on behalf of girls and women. With more than half the global population under the age of 30, they are not only the future of advocacy, but also actively making change every single day in their communities and countries. **You** are a part of this global change. And your commitment and drive is what's going to make that change possible and sustainable.

CROSSING THE FINISH LINE

This module is the final in the Women Deliver Young Leaders Program Digital University. It will give you the tools needed to create your grant proposal, and is the culmination of all your hard work.

In this module, you start by verifying the issue that is your highest priority. Deeply understanding your issue and establishing your theory of change are important steps to accomplish this. You will also learn how a logic model can help you put together a cohesive campaign proposal, with the ultimate goal of submitting it to a potential donor for funding.

By the end of this module, you will be able to:

1 Develop your campaign's theory of change and operationalize it by using a logic model.

2 Research potential funding sources/donors and identify their grant proposal expectations.

3 Execute both a comprehensive budget and a monitoring and evaluation (M&E) plan.

4 Construct a complete campaign proposal for grant funding based on the twelve components of the grant proposal checklist, including your proposal narrative and campaign goal.
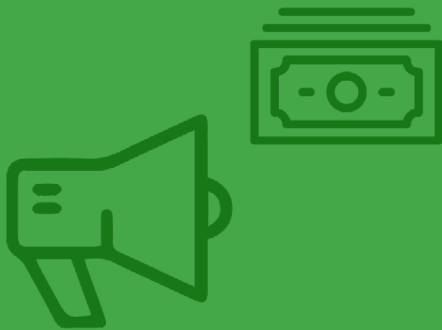
Funding your campaign is an important step to bolster your advocacy efforts.
This module will give you the tools needed to develop a comprehensive proposal for critical grant funding to move your change forward!

This module takes about 2 hours to complete. As a final reminder, you are not required to complete it in one sitting.

Women Deliver Grant Funding

Women Deliver's funding model provides young people the resources and opportunities they need to advance gender equality and the health and rights of girls, women, and young people in their communities, countries, and across the globe.

Women Deliver Young Leaders Program grants are among the most popular elements of the Program. To date, Women Deliver has issued more than 115 grants to Young Leaders. Your campaign could be next!

CATALYTIC IMPACT

Evidence shows that even relatively small investments in youth can have transformative and catalytic effects. For example, nearly a quarter of all Young Leaders who received a grant via the Women Deliver Young Leaders Program went on to receive new funding from other donors to enact change at the community level.

WOMEN DELIVER GRANT RECIPIENTS: IMPROVING ACCESS TO CONTRACEPTION IN TRINIDAD AND TOBAGO

According to UNAIDS, it is estimated that in 2016 girls and women ages 15 to 24 constituted 61% of all young people living with HIV.

Women Deliver Young Leader Alumni Caren Odanga (Women Deliver Young Leader Alumni, Class of 2016) and the Sisari Women Initiative Group work to reduce the barriers that limit access to SRHR information and services for young women living with HIV/AIDS in Kakamega County. Read on to find out how Caren leveraged her Women Deliver Young Leaders Program grant.

Step 1

ADOLESCENT SEXUAL AND REPRODUCTIVE HEALTH POLICY IN KENYA

Using grant funding from Women Deliver, Caren Odanga implemented the Kenyan government's **Adolescent Sexual and Reproductive Health** policy. She introduced comprehensive sexuality education in Kakamega County schools to address the rising rates of unplanned pregnancies among adolescent females.

With her women-led organization Sisari Women Initiative Group, Caren aimed to promote dialogue surrounding CSE, reproductive health, and safe sex practices in efforts to educate and support women living with HIV/AIDS.

Step 2

CAMPAIGN ACTIVITY

Through Caren's advocacy campaign, the following key campaign activities were successfully carried out:

- Convened a two-day grassroots young HIV/AIDS women leaders and activists workshop
- Trained 50 HIV+ adolescent and teenage women as peer educators for five days
- Held ten strategic advocacy meetings with key stakeholders, including county government officials
- Held five town-hall panel discussion forums involving young HIV+ women and duty bearers
- Activated social media with calls to action on the expanding SRHR to adolescent and teenage women living with HIV

CAMPAIGN ACHIEVEMENTS

As a result of the campaign activities, there has been significant improvement in the number of young women living with HIV seeking SRHR services, according to the data from the local health facilities and the Kakamega General Hospital. Some facilities, such as St. Mary's Mumias, have recorded a 40-55% increase in women living with HIV/adolescents and teenage women living with HIV in their clinic, which is a step in the right direction. The community is also witnessing a steady reduction in HIV-related stigma and discrimination targeted at adolescent and teenage women living with HIV.

Finalizing Your Issue

What is a specific and manageable component of your issue area that could use funding?

You began this Young Leaders Program because you care deeply about creating sustainable, even systemic, change in the areas of SRHR and gender equality. That passion is what has gotten you here and it is what will continue to push your issue and your goal forward. We have covered a great deal of information within Digital University. Now it is time to take that learning and translate it into meaningful action.

As you determine what issue you will be advocating for, think back to why you began the Program—and this work—in the first place. What is your deep purpose? Circle back to the basics, reigniting that passion and purpose, before steamrolling ahead with your campaign.

You will recall in Module 3 | Advocacy and Meaningful Youth Engagement, you followed the 10 steps for building your advocacy campaign. The first step, **Identify Your Issue**, is one of the most critical steps to complete before moving forward in your campaign. It is also the basis of your campaign design.

Before beginning your **campaign proposal**—the outcome of this module—you need to refine and reflect on your issue to ensure you can generate meaningful impact through an advocacy campaign that addresses it.

Remember the three components of identifying your issue:

Challenge   ## Barriers   ## Change

1   **2**   **3**
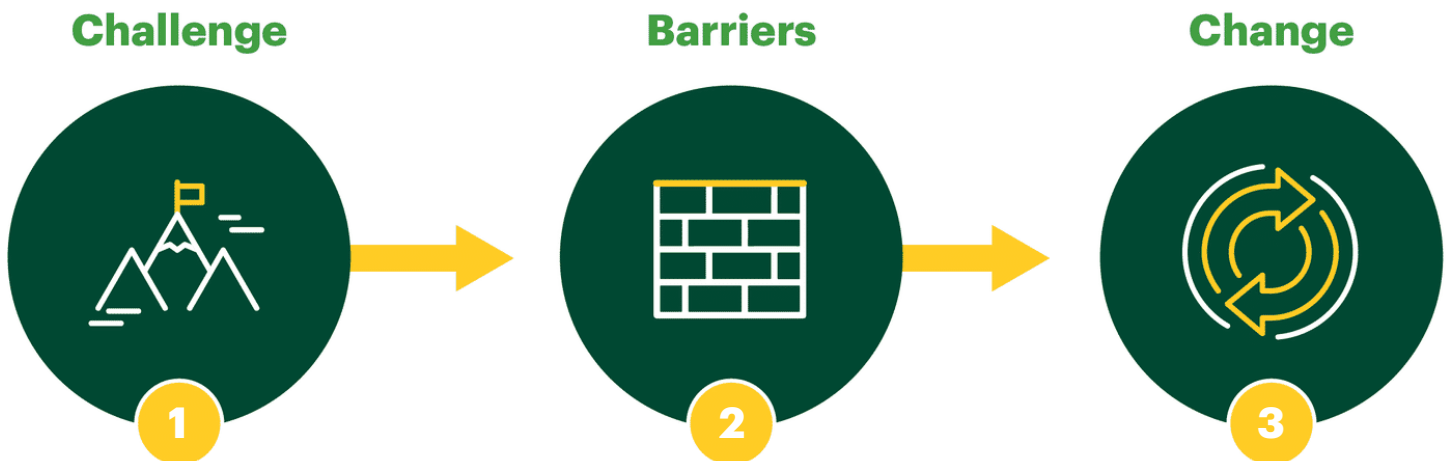
Challenge

Look deeply into the issue before moving forward in an advocacy campaign. This will include research to identify evidence and statistics that demonstrate the need for a solution.

Barriers

Analyze the barriers to solving the challenge you have identified. Barriers can be related to individual behavior and attitudes, socio-economic factors, cultures and traditions, or policies and laws.

Change

Brainstorm around the change that would help remove the barriers you identified. Think of solutions and opportunities that could contribute to solving the challenge.

As an important step, you should pick one specific, manageable component of the issue to hone in on for a proposal. For example, if your broad issue areas are access to contraception, components could be tax laws, accessibility in a community, or education about contraception, to name a few.

Need ideas for where to start? Look at Women Deliver's Data Gap Analysis report. It identifies issue areas and gender data gaps that need filling to advance efforts!

If you would like a refresh on developing an issue, refer back to Module 3.

Take a moment to share.

Now that you have defined your issue, please share it with your fellow Young Leaders in the Module 5 Forum From there, review other Young Leader issues for inspiration and provide any insights or feedback you find to be helpful.

After you have shared your issue in the Forum, continue to the next section.

Identifying Funding Sources

Now that you have defined your issue, it's time to identify and develop relationships with potential donors.

If you are a staff member at an institution, then you may or may not be responsible for raising funds to support your work. Even if someone else is responsible for this work, also referred to as development, you will be better able to manage, improve, and grow your campaigns if you understand and can influence how the organization funds your specific work.

If you are responsible for funding your work within your organization, or responsible for funding the entire organization, then you will want to ensure adequate and sustainable funding. This requires long-term planning and diversification of funds from various donors. This section will give you a starting point to do just that.

HUMANITARIAN EXAMPLE

Though significant gaps remain considering the unprecedented scale of crises today, funding specific for humanitarian work has increased in the past years. In 2018, OCHA's Financial Tracking Service figures indicate that 8.74% of global humanitarian funding was allocated to local and national actors. These efforts to fund local and national actors directly are part of the localization agenda, which was a significant highlight of the Grand Bargain coming out of the 2016 World Humanitarian Summit. The Grand Bargain commits international donors and aid organizations to providing 25% of global humanitarian funding to local and national responders by 2020. There is still a great deal of work ahead to reach this goal, but progress is promising.

Click here for a list of humanitarian funding opportunities for national and local actors, including women's rights organizations.

THINGS TO REMEMBER

Regardless of the type of funding opportunity, there are a few things to remember when identifying funding sources to pursue.

Conducting Potential Donor Research

Start by identifying potential donors or grant-makers who would be interested in supporting your campaign. Find grant-making institutions likely to support action on your issue through fellow colleagues in the field, online searches, or funding lists and databases.

To identify local or international donors that may be interested in your campaign, consider donors who have funded your organization in the past, or organizations doing similar work to yours and who are interested in your geographic area.

By reviewing each potential donor's website, you may be able to get a clear idea of the key issues they are interested in funding, how many campaigns they fund each year, and what kinds of campaigns they recently funded. You can learn about their staff and board members and the best ways to get in touch with them.

Review all publicly available information before reaching out. Be sure you meet all the basic criteria for eligibility and are able to ask informed questions, so you don't waste their time or yours. Additionally, it is not your responsibility to pander to every funder's specific needs. While you may need to adjust small aspects of your campaign for a particular grant, it is in the campaign's best interest for you to consistently evaluate whether a given opportunity is worth the time investment, especially if major overhauls are needed.

Questions to Consider in Your Initial Donor Research

- What are the donor's priorities and organizational values?

- What kind of projects has the donor funded in the past?

- What are the budget levels that the donor will fund?

- Are there expenses the donor will not fund?

- Does the donor require a cost-share or that you leverage funds from another organization or donor to complete your work?

- What are the proposal guidelines?

- When is the due date for the proposal?

Reviewing Donor Requirements

Once you have found a grant-maker to submit your proposal to, be sure to review their grant application format and structure carefully. Follow the instructions to ensure you are preparing and providing the potential donor with everything they need. This includes making sure you fill out the forms completely and upload them in the correct format. It is far too easy for a potential donor to dismiss your proposal if you fail to complete a section of the application, go over their required page limit, or forget an attachment they requested.

As you work through the sections of a campaign proposal in the following lessons, this notion is something you will continually see emphasized. A comprehensive, high quality, mistake-free proposal will make your project stand out—and increase your likelihood of getting funded!

Whenever developing a proposal, always keep your specific donor in mind. Doing preliminary research on potential donors is key in order to match your proposal to their specific interests and requirements.

KNOWLEDGE CHECK

When researching potential donors, it is in your best interest to cast a wide net, even if it means changing your campaign significantly to meet each donor's needs.

○ True

✓ False

Correct

That's right! This is not the best approach. While adjusting certain aspects of your campaign for a particular grant is normal, make sure you critically assess whether a given opportunity is worth the time investment, if major overhauls are needed.

Incorrect

Actually, this is false. While adjusting certain aspects of your campaign for a particular grant is normal, make sure you critically assess whether a given opportunity is worth the time investment, if major overhauls are needed.

Developing Your Theory of Change

You have established your advocacy campaign goal and objectives. Now you need to determine how you are going to reach them.

YOUR THEORY OF CHANGE: A CRITICAL PROJECT COMPONENT

A **theory of change**—also sometimes called a **conceptual model**—is a statement of how a proposed campaign will achieve its desired results and explains why your strategy is a viable solution to the problem.

Utilizing a theory of change as the foundation and backbone of your campaign will keep your work grounded. It is also a critical component of producing change and improvement, as it creates a way to orient yourself, your campaign strategy, your organization, and the work you want to accomplish.

You will refer back to your theory of change throughout the entire campaign lifecycle. More and more donors also require that prospective grantees provide a theory of change in their proposal, so it is in your best interest to develop yours now.

Your theory of change will establish a context for considering the connection between your goal,

strategies, and actual outcomes, while creating links between who is being served, the strategies or activities that are being implemented, and the desired outcomes. In other words, theories of change provide a **roadmap** to get you from here to there.

Generally, a theory of change represents a holistic strategy for how and why a specific desired change will be created.

For advocacy campaigns in Women Deliver Young Leader Program grants, a strong theory of change should show how activities proposed will directly reduce barriers to issues or build capacity for future policy wins.

A thorough theory of change can help:

- Move stakeholders from being passive collectors and reporters of information to active users of information for system planning and services delivery

- System and program staff better understand the kind of evaluation information they need to make day-to-day decisions

- Develop research questions that focus measurement on changes that can occur given the particular strategies that are operative at the system, program, and client level

- Facilitate understanding of the link between strategies and the achievement of outcomes

- Those implementing strategies to understand assumptions and expectations that guide their decisions, actions, and resulting accomplishments

BUILDING YOUR THEORY OF CHANGE ROADMAP

Your theory of change roadmap should:

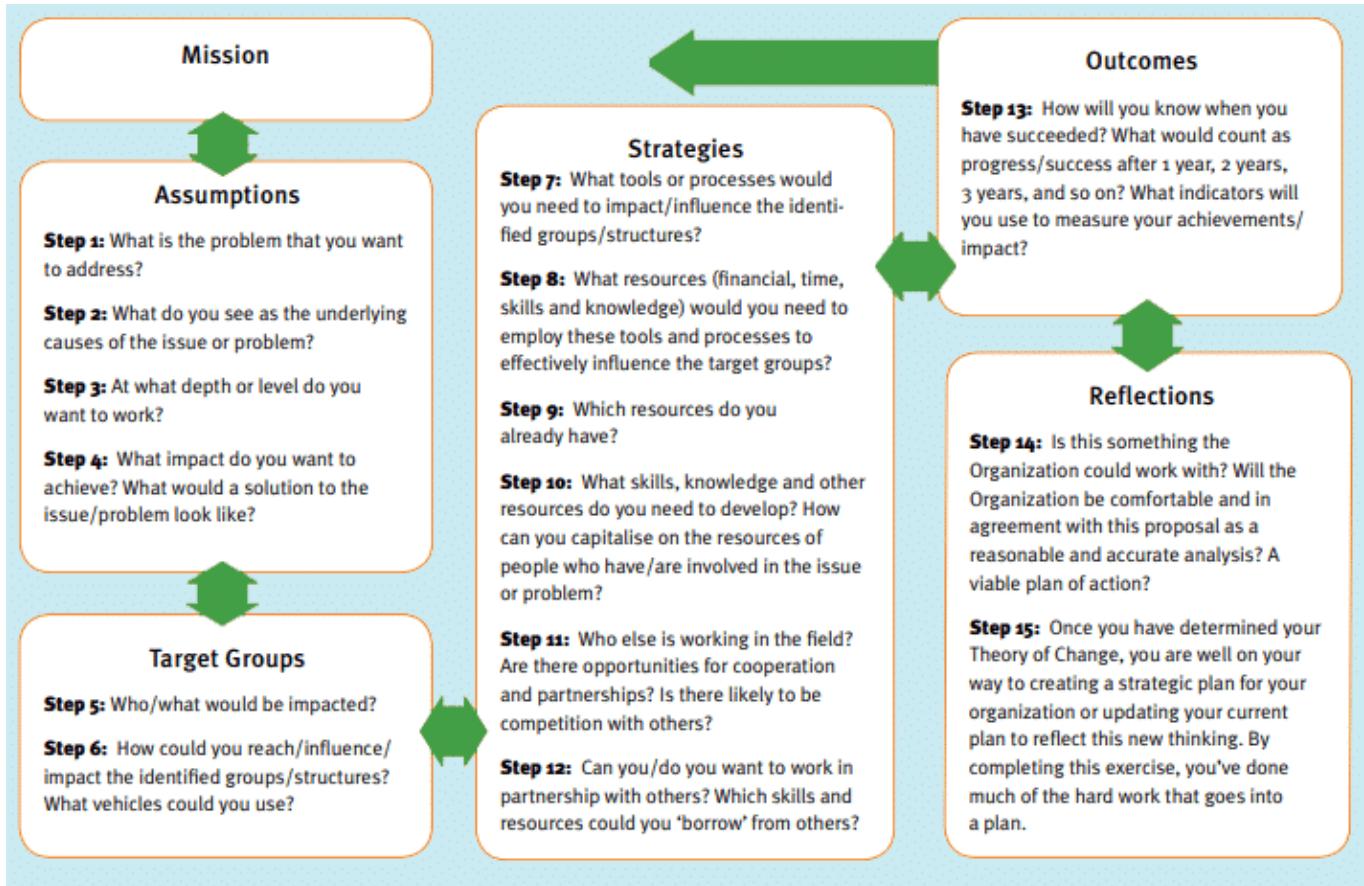**SOURCE:** Center for Theory of Change

1 Show a causal pathway from here to there by specifying what is needed for your goal to be achieved

2 Require you to articulate underlying assumptions which can be tested and measured

3 Change the way of thinking about initiatives from what you are doing to what you want to achieve

SAMPLE THEORY OF CHANGE STRUCTURE

Many theory of change models are represented as a flowchart. The following example, created by Grantcraft, shows you one example of how your theory of change chart might progress.

Mission

Assumptions

Step 1: What is the problem that you want to address?

Step 2: What do you see as the underlying causes of the issue or problem?

Step 3: At what depth or level do you want to work?

Step 4: What impact do you want to achieve? What would a solution to the issue/problem look like?

Target Groups

Step 5: Who/what would be impacted?

Step 6: How could you reach/influence/impact the identified groups/structures? What vehicles could you use?

Strategies

Step 7: What tools or processes would you need to impact/influence the identified groups/structures?

Step 8: What resources (financial, time, skills and knowledge) would you need to employ these tools and processes to effectively influence the target groups?

Step 9: Which resources do you already have?

Step 10: What skills, knowledge and other resources do you need to develop? How can you capitalise on the resources of people who have/are involved in the issue or problem?

Step 11: Who else is working in the field? Are there opportunities for cooperation and partnerships? Is there likely to be competition with others?

Step 12: Can you/do you want to work in partnership with others? Which skills and resources could you 'borrow' from others?

Outcomes

Step 13: How will you know when you have succeeded? What would count as progress/success after 1 year, 2 years, 3 years, and so on? What indicators will you use to measure your achievements/impact?

Reflections

Step 14: Is this something the Organization could work with? Will the Organization be comfortable and in agreement with this proposal as a reasonable and accurate analysis? A viable plan of action?

Step 15: Once you have determined your Theory of Change, you are well on your way to creating a strategic plan for your organization or updating your current plan to reflect this new thinking. By completing this exercise, you've done much of the hard work that goes into a plan.

For Your Consideration

Additional Theory of Change Model Resources

There are many different types of theories of change that have evolved over time within the fields of health, development, communications, and advocacy. Some of these theories focus on making change at the individual level, such as how to influence and change a person's beliefs or attitudes about a certain aspect related to their health. Other theories focus on creating social change.

The following resources can give you additional support and guidance in drafting your theory of change:

- [PRECEDE-PROCEED Model](#)
- [Health Belief Model](#)
- [Community Readiness Model](#)
- [Mapping Change](#)

- [Theory of Reasoned Action and Planned Behavior](#)
- [Social Cognitive Theory](#)
- [Transtheoretical Model](#)
- [Center for Theory of Change Example](#)

STRENGTHEN YOUR THEORY OF CHANGE

If you have never written a theory of change before, it may seem a little daunting. However, you have done the work to identify and research your issue. You have the resources to create it. Though it is new, you have the support and resources, both in Digital University and with your fellow Young Leaders, to push forward.

Here are a few ways you can make sure your theory of change is as strong as it can be:

Be very clear about your intended results

In your theory of change, you do not want to confuse accountability with hope. For instance, though your mission may be to get comprehensive sexuality education to every adolescent (hope), that may be a larger scale mission than what this specific campaign can achieve. Rather, your theory of change could revolve around a specific policy change tied to advocacy efforts. Always dream big, but keep your campaign results attainable and measurable.

NOTE: This is very important from a Women Deliver grant-making perspective.

Take external resources and supporters into account

Remember the work you did in [Module 3 | Step 7: Identify Allies & Build Support?](#) This is a great place to bring in those external resources. Linking your theory of change to the work of peer organizations and integrating the anticipated actions of policymakers will enhance your theory, and better illustrate why you have chosen your selected activities and results.

Take the time to verify that your theory of change is sound

Review all aspects of evidence, both qualitative and quantitative, that you have collected to date. Refer back to research you have conducted about your intended primary and secondary audiences. Ensure alignment with your data so you know with certainty you have a sound theory of change.

TAKE A MOMENT

What roadblocks are you currently facing in developing your theory of change?

Share with your fellow Young Leaders in the Module 5 Forum.

After you share your advocacy goal in the Forum, continue to the next section.

Utilizing a Logic Model

Creating your logic model is an important element of your roadmap. It guides the underlying theory and logic of how your campaign will function.

Once you have clearly established your theory of change, the next step in your campaign design process will be to create a logic model. The purpose of your logic model is to connect the dots of your campaign, tying together strategic planning, implementation, and evaluation.

Wherein your theory of change takes a wide view of your desired change, analyzing the steps and activities it will take to produce it, your logic model takes a more narrow look at all of the inputs and outcomes it will take to achieve your campaign goal.

Similar to theories of change, there are many different variations of logic models—sometimes called log frames or logical frameworks—used in the fields of SRHR and gender equality. But the idea and foundation of a logic model is consistent, no matter what form it takes.

The logic model serves as:

- A systematic tool for organizing your campaign, thinking and identifying relationships between resources, activities, and campaign results
- A visual way of presenting and sharing the campaign intervention logic
- A way to identify and assess risks inherent in the proposed campaign design
- A tool for measuring progress through indicators and means of verification

SOURCE: *Interpreting the Logical Framework Matrix. [Last Mile Learning](), an initiative of LINGOs and PMD Pro of [PM4NGOs]()*

USING A FOUR-LEVEL LOGIC MODEL

Different donors have different requirements for how they will want you to explain your work. They may also have differing understandings of what the scope and detail of objectives ought to be.

Using a four-level logic model, as you will see in the pyramid shown below, is a strong way to ensure you capture relevant information for donors.

1 GOALS

Your activities are the actions taken through which inputs (financial, human, technical, material, and time resources) are mobilized to produce the deliverables (training, etc.) of a campaign for which staff can be held accountable and which, when aggregated, produce outputs.

2 OUTCOMES

Your outcomes are what the campaign expects to accomplish at the beneficiary level and contribute to bringing about the accomplishment of goals and impact over time.

An outcome is the actual result or consequence that will occur through the achievement of the SMARTIE objectives. For help refining your outcomes/objectives, refer back to **Module 3 | Step 4: Set Goal & Objectives**.

3 OUTPUTS

Your campaign **outputs** are tangible deliverables resulting from campaign activities. They include products, goods, services, and changes (people trained with increased knowledge and skill) that aggregate and contribute to outcomes.

4 ACTIVITIES

As you've established, your goal is the highest level desired end result or impact to which the campaign contributes. It is a long-term large level result to which your program hopes to contribute. If you need help refining your goal, refer back to **Module 3 | Step 4: Set Goal & Objectives**.

KNOWLEDGE CHECK

Now that you have learned about both theory of change and logic models, let us review the differences. **Continue reading to discover these concepts and definitions.**

✓ ☰ The operationalization of your plan to achieve your campaign goal ⟩ Logic Model

✓ ☰ The wide-range view of your desired change ⟩ Theory of Change

✓

Correct

Well done! You understand that the theory of change is your wide-range campaign view, and the logic model is its operationalization.

✕

Incorrect

Not quite. The theory of change is your wide-range campaign view, and the logic model is its operationalization.

REMEMBER YOUR LINK TO ADVOCACY

As you are developing your theory of change and logic models, remember to always be aware of how your campaign ties into advocacy. Reminder: Advocacy is the process of building support for a specific issue or cause and influencing others to take action in order to achieve a desired change. While service delivery could be a tool or component of an advocacy strategy, service delivery is not the goal of an advocacy initiative. What is the far-reaching or systemic change you are hoping to create? Weave the answer to this question throughout all aspects of your campaign.

Take a Break
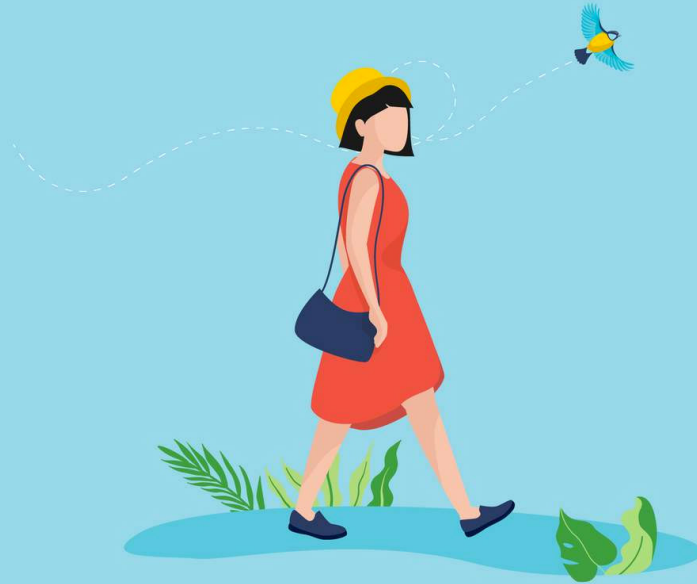
Halfway through! And you are doing great! You have already finalized your issue, begun to identify funding sources, and understand theory of change and logic models.

It is important you give yourself short breaks when absorbing new information. It allows your brain to process the learning. Now would be a good time!

Some ideas to help you take a time-out:

- Take a few minutes to breathe deeply
- Go for a walk in nature
- Give your eyes a break. Focus on an item at least 20 feet away for at least 20 seconds
- Simply sit and let your mind wander

Feel free to come back later today, or even tomorrow, to complete the course when you are rejuvenated. You got this!

Writing Your Grant Proposal

Your proposal must describe the importance of and need for the campaign, as well as outline your specific plans for implementing it.

A **campaign proposal** is a written expression of—and proposed solution to—a problem. It must present a persuasive argument that this issue is a priority and why you are the right person (or organization) to get the job done.

Developing your campaign proposal is typically a time-intensive task—more so if multiple people must be involved. Plan enough time to ensure everyone in your organization who must approve the proposal is able to review it and provide you with feedback to incorporate. If you are writing a proposal independent of an organization, plan to have trusted colleagues review it. If you wait until the last minute, a technical error or other challenge could prevent you from successfully submitting your proposal. It is not advisable to ask for an extension; you do not want to start off on the wrong foot.

YOUR PROPOSAL CHECKLIST

In the upcoming sections, we explore some of the most common sections of a grant application. Different donors will have specific questions and requirements, but most will want you to provide information on the following items:

✓ 1. Title Page

✓ 2. Table of Contents

✓ 3. Purpose Statement

✓ 4. Organizational Profile

✓ 5. Project Background and Justification

✓ 6. Project Description

✓ 7. Monitoring and Evaluation

✓ 8. Management Capacity

✓ 9. Dissemination Plan

✓ 10. Sustainability Strategy

✓ 11. Budget

✓ 12. Executive Summary

Remember, the format will be determined by the funder. Here are guidelines for what to expect more generally.
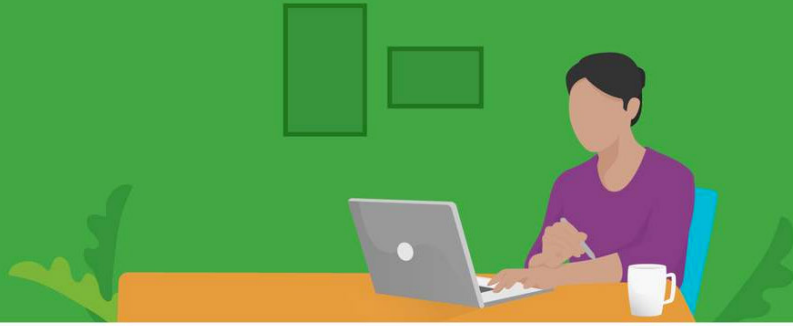
WRITING KEY SECTIONS

Crafting a successful proposal brings together your thoughtful campaign design with storytelling and sharp editing skills. It is a dance between reflecting the donor's language and priorities while ensuring the issues your community faces are highlighted.

Even when your campaign is clear in your mind and in your charts and logic model, these narrative sections can take time and many drafts to work into their final forms.

If you are provided with a template for sections of the proposal, be sure to use it.

For Your Consideration — Tips for Writing a Strong Proposal

Be Direct and Concise

When writing narratives, keep your paragraphs short and use declarative, action-oriented prose. Always support arguments with strong evidence and be sure to stay under the donor's word count limit.

Keep It Simple

Use a readable and classic font style and keep formatting such as bold, italics, and underlining to a minimum. Be aware, some donors do not like to receive applications in all capital letters. Use the correct capitalization format. Use headings, subheadings, and bullet list formats to highlight key information.

Include Policy-Related Activities

Funders want to see the results and impact of your past advocacy efforts. This includes the people you were able to reach on a local, national, or global level, and the specific policy initiative for which you were advocating. This can include a government agency or a policymaker expressing support for your work. While advocacy wins can be hard to measure and change may be difficult to track, please do your best to describe in detail any small wins, progress, and results you can identify.

Avoid Blanket Statements

Cite specific activities, examples, and instances whenever possible. Name persons or organizations and actions they have taken.

For example, rather than saying, "In my state, we have difficulties in reaching students with accurate information," say, "In Guanajuato, Mexico, people who are against reproductive and sexual rights have mobilized from within the government. For example, the State Ministry of Education organized a series of talks in a large public auditorium by a stand-up comic promoting abstinence and inciting young people to believe that having sex would make them stupid. The comic estimates some 10,000 students have heard his show during the first six months of the year."

Use As Much Quantitative Data As Possible

If you work in media, compare newspaper coverage before and after your campaign. If you develop educational materials or publications, report on the number published and distributed, to whom, and, if possible, what you've seen done with your work.

Express Qualitative Advances Concisely and Specifically

For example: "A network in Kenya that has tried to increase the involvement of new actors in its efforts to support sexuality education can cite how the National Human Rights Commission agreed to co-author and finance a publicity campaign for youth sexual rights, thus taking on sexual rights as human rights for the first time."

Share Organizational Achievements

If your organization has made achievements that are not directly related to the campaign, or solely a result of the campaign (such as an award), still include these in the report. You can

include them in the context part or in the global report of your work. These are important because they show the strengths of your organization/institution.

Funders are interested in learning about the specific advances of your campaign, which you address when you report on your specific objectives, but also the more general aspects of your work. Funders are also very interested in any unexpected results of your campaign, whether positive or negative, as they want to learn from your experience. For example, if your advocacy efforts generated backlash against your cause, that is important to know as others plan similar advocacy work.

> **ⓘ**   **One final (and important) tip:** Double-check everything.

Before submitting your final proposal, have a colleague or friend look over your proposal for content, clarity, spelling, grammar, flow, and formatting. If you have formal review processes for development/fundraising in your organization, be sure you leave enough time for everyone who needs to review and approve your proposal to do so.

Ensure you have followed all instructions regarding word counts, page limits, and whether you are allowed to insert images or photos into your application—a good idea, if relevant and permitted.

The following lessons will cover each component of the campaign proposal in greater detail with actionable steps.

By the end of this module, you will have the tools needed to complete your campaign proposal!

Title Page, Table of Contents, and Purpose Statement

It is important to clearly organize your content in a way that is easily navigable for your potential donor.

TITLE PAGE

The vast majority of donors—public or private—will request a title or cover page for their grant application. You may not have any artistic control over this page if it is in a pre-made template. If you do have more control, keep your title page clean and professional.

You will likely be asked to provide some basic information, such as:

• Name of your organization

• Title of your campaign

• Date of your campaign proposal submission

• Contact person(s) at your organization (including names, titles, email addresses, phone numbers, as well as the organization's street address, website, and additional phone and fax numbers)

Some donors will also ask you to include the duration of the campaign (either in months or years), the budget total, and the donor request amount directly on the cover page.

TABLE OF CONTENTS

Depending on how long the grant application is and how many different sections there are, the donor may ask you for a table of contents to come after your title page. Be sure to list all sections and include page numbers of your campaign proposal here. It is a good idea to include a table of contents even if not requested. Be sure to check your final version to ensure none of the pages have shifted and that all of the pages are numbered.

PURPOSE STATEMENT

Some donors may ask you to provide a purpose statement in the first section of a grant application, which they may phrase as the "Charitable Purpose." A **purpose statement** is a declarative sentence (or sentences) that summarizes the specific topic and goal of your campaign. It should connect back to your Theory of Change. You can think of it as the "preview" or "advertisement" for your entire proposal.

Think back to [Module 4 | Communications and Media](#) when you learned about writing your elevator pitch. Your purpose statement will align with this idea as a simple, direct, and straightforward message on the function of your campaign. A clear way to begin your purpose statement is by saying, "This campaign will..."

To be effective, a purpose statement should:

SPECIFIC	Avoid being too general, broad, or obscure
CLEAR AND CONCISE	Be limited to one or two sentences and refrain from being too vague, ambiguous, or confusing

GOAL-ORIENTED

State your purpose in terms of desired outcomes

PURPOSE STATEMENT IN PRACTICE

Gaining wisdom from fellow Young Leader Alumni who have paved the way before you is a great way to learn best practices for your own campaign. Below is an example of a purpose statement provided by Young Leader Alumni and Women Deliver Young Leaders Program grant recipient Isaac Ejakhegbe, Class of 2016.

Take a look at the following examples to see what makes this a strong purpose statement.

Purpose Statement

⊙ Female Genital cutting (FGC) is still widely practiced among many ethnic groups in Nigeria. Cultural beliefs and societal pressure to conform to existing norms force communities and parents to let their girl children go through the procedure. The practice is carried out either in secret or with fanfare. In an effort to abolish FGC the
⊙ Violence Against Persons Prohibition Act 2015 was passed into law in the country. Yet gaps exist in the enforcement of the law across states and communities. Therefore this project aimed to advocate
⊙ for the enforcement of the law (Violence Against Persons Prohibition Act 2015) on FGC in Ekpoma, Esan-West community, Edo state, Nigeria by 2016.

Purpose Statement

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States the problem that the grant will try to solve succinctly and clearly.

Explains that legislation does exist on the issue, but it is not being enforced.

Purpose Statement

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⊙ for the enforcement of the law (Violence Against Persons Prohibition Act 2015) on FGC in Ekpoma, Esan-West community, Edo state, Nigeria by 2016.

Introduces a specific advocacy goal in a particular location.

ABOUT THIS PROJECT AND ITS ADVOCATE

Isaac Ejakhegbe is the Founder of the Youth Spotlight Initiative and Program Officer at the Women's Health and Action Research Centre. The aim of his campaign, My Body, My Right in Edo State, Nigeria, was to fill gaps left by the Violence Against Persons Prohibition Act (VAPP) of 2015 through advocacy, community mobilization, and digital media efforts.

The campaign goal was to achieve widespread awareness of VAPP throughout Nigeria and to ensure its enforcement in incidents of Female Genital Cutting in Esan West, Edo State, Nigeria. You will see more of Isaac's campaign in the Monitoring and Evaluation section of this module.

Organizational Profile

Your organizational profile explains what your organization is all about—and helps communicate to potential donors that you are capable of executing on what your proposal says you will do.

In the **organizational profile** section, you will need to spend some time describing the abilities and capacity of the organization you are going to work with on your campaign. You might include the organization's mission statement or a brief description of past relevant campaigns.

If you are not working with a specific organization, you can include more information about yourself as a Young Leader, and your past work on the issue with which your campaign engages. This section is where you can highlight your or your organization's skills and experiences to the donor.

When submitting a proposal on behalf of an organization, you need to provide the donor with a concise summary of the organization with a focus on information most relevant to your campaign. You need to show WHY your organization is a good candidate for this particular campaign. Donors may ask for very specific items, or may allow you to provide a brief summary.

No matter the format, be sure to include the following information (International Youth Foundation, 2008):

- History of the organization, including the year of its founding

- Mission (one-sentence summary of your overall purpose as it relates to your campaign)

- Vision (in broad terms, the change you wish to achieve)

- Primary goals, objectives, and strategies

- Major accomplishments

- Management structure (number of board members, number of staff, etc.)

- Annual budget

- Prior grants received and relationships with other primary donors

- Other established partnerships and relationships that will be important to carrying out the activities funded by the grant

- Your relationship—if any—with this donor

- Any other relevant experience

- An explanation of how the description you provide makes your organization an appropriate and qualified grantee

ORGANIZATIONAL PROFILE IN PRACTICE

Below is an example of an organizational profile of Young Leader Alumni and Women Deliver Young Leaders Program grant recipient Jasmine George, Class of 2016.

Look at the following examples of how to strengthen your organizational profile.

Organizational Profile

Hidden Pockets have been working with young people and has been mapping sexual and reproductive health services in different cities in India. It is a 2-year-old community interest startup which is creating content on cities and pleasure in a multimedia format. It is an organisation run completely by young people where we have 3 full time staff, and we have advisors from organisations like CREA and YP foundation.

In the last two years we have conducted workshops on Comprehensive Sexuality Education for young girls living with HIV for WGNRR. As part of Women Deliver's Seed Grant we had conducted workshops for young school children in areas of Urban slums in Delhi. As part of FAT's training we have conducted workshops on abortion for young people.

Currently, we have been invited to be part of Sexuality Education programme that is being implemented by Centre for Child and Law in Bangalore for juveniles in Observation Schools.

Organizational Profile

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If your project focuses on youth, establish your relationship to youth including if you are youth-led or run.

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In the last two years we have conducted workshops on Comprehensive Sexuality Education for young girls living with HIV for WGNRR. As part of Women Deliver's Seed Grant we had conducted workshops for young school children in areas of ...

Describe recent organizational activities in addition to stating your more high-level mission.

Try to avoid using jargon or acronyms without introducing them first.

Currently, we have been invited to be part of Sexuality Education programme that is being implemented by Centre for Child and Law in Bangalore for juveniles in Observation Schools.

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If you have worked with the grant-giving body in the past, list that as part of your organizational profile.

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ABOUT THIS PROJECT AND ITS ADVOCATE

Jasmine George's campaign, Listen to Your Body, was built on the success of her organization's workshops with young people in the pan urban area of Delhi, India. Jasmine set out to create audio podcasts during the six-month grant campaign with these youth participants, disseminate the podcasts they created though government schools, and meet with a member of the Legislative Assembly to advocate for a school-level intervention.

Using learnings from her campaign, Jasmine embarked on a subsequent grant to introduce a CSE program in India and support better implementation of the Prevention Of Child Sexual Offences Act of 2013, which was enacted to protect children from the effects of sexual offenses.

Project Background and Justification

Explain to donors why your campaign is the best solution to address the issue.

A major section of your proposal, your campaign background and justification section, is one of the longer narratives you need to write and commonly runs two to five pages in length. Some donors refer to this section as the campaign **"context," "background," "rationale," "justification,"** or a combination thereof.

In this section, you will provide an explanation of the problem that has created the need for the campaign. You need to provide evidence that the problem exists, as well as how the proposed campaign will contribute to a solution to the problem or reduce the harmful impact of the problem. The evidence you use can take many different forms.

Your examples of evidence could include:

- Existing literature on the issue

- Research that has been conducted on the issue in the past

- Data you have collected on the issue

- Reference to the work other NGOs or governments have done on this issue

- Qualitative items such as press articles, case studies, or quotes regarding the issue

Be sure to include all necessary citations with your evidence.

!

Remember: copying material and failing to cite is plagiarism and is illegal in many countries. You can include the source of the evidence directly in this section, or you can use footnotes or endnotes to provide your citations.

It is important to be consistent and follow any format required by your potential donor, if provided. The Purdue Online Citation Guide is a helpful resource.

Other key pieces of information to include are:

- Country, regional, and area details (location in region, government structure, population, etc.)
- Pertinent statistics related to sexual and reproductive health and rights
- Other information or context relevant to your proposal, such as the state of gender issues, health, and education for girls and women

Remember, be as accurate as possible. Some donors utilize plagiarism scanning software and may submit your materials to this tool. If you are discovered to be plagiarizing or not citing sources, it could automatically disqualify you from funding and create a negative impression for future requests.

PROJECT JUSTIFICATION AND BACKGROUND IN PRACTICE

Below is an example of a campaign justification and background provided by Young Leader Alumni and Women Deliver Young Leaders Program grant recipient Francis (Oko) Armah, Class of 2016.

Review the following examples for tips on how to strengthen your campaign justification and background.

Project Justification and Background

The Ghana Adolescent Reproductive Health policy recognizes the rights of adolescents between ages 10-24 to access SRH information and services of which the Ghana Health service supports however, the Ghana education services holds contradicting views for adolescents of the same age which may be in school to access comprehensive sexuality education. The Ghana Adolescent Reproductive Health Policy developed in 2000. There is currently very little SRHR component in the national curriculum for JHS and SHS students in Ghana, meaning that many young people leave school without correct and comprehensive information about sex, sexuality, reproduction, gender and relationships.

- 1 in 3 women have an unmet need for family planning; high rate of unmet need leads to high rate of unplanned pregnancy. The impact of unmet need in Ghana is: More than 1 in 3 pregnancies are unplanned. (Ghana Demographic Health Survey 2014)
- Among adolescents girls 15-19, 3 in 5 pregnancies are unplanned (Ghana Demographic Health Survey 2014)
- 16% of all abortions occur among girls 15-19, contributing to maternal mortality rates and rates of injury for these same young women. (Ghana Demographic Health Survey 2014)
- Ghana's law on abortion is liberal in nature as it does not prevent women from accessing safe abortion services but permits the procedure under three legal indications stated in Ghana's criminal offenses act, 1960 (Act 29) but Ghana failed to achieve health related MDGs specifically MDG 4 and 5.
- Whilst investments in sexuality education over the past decade have increased young people's knowledge about HIV and SRHR, young people's enjoyment of their sexual and reproductive health has not improved correspondingly. This in part is due to taboos, inadequate or inaccurate information, stigma, discrimination, poverty, the lack of high-quality, youth-friendly services and the lack of a joint program for policy change, education and service delivery. Some indicators is the number of teenage pregnancies recorded in the Ghana Demographic Health Survey 2014.

Project Justification and Background

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Explain how the policy or advocacy issues your project will address translate into real-world impact on individuals and communities.

re unplanned (Ghana

uting to maternal mortality
n. (Ghana Demographic
Health Survey 2014)

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Use and cite the latest data to support your case.

There are different expectations and asks from different donors. Your project Justification section may be longer than this example. Regardless, the scope of your project should match the scope of your Project Justification.

ABOUT THIS PROJECT AND ITS ADVOCATE

Francis (Oko) Armah's campaign, [CSE4ALL](#), aimed at contributing to efforts to reduce maternal mortality due to unwanted and unplanned pregnancies in Ghana by creating a platform to facilitate dialogue between policymakers, youth advocates, and service providers on specific SRHR policies and the critical role they play in addressing SRHR/maternal health challenges in Ghana.

When writing your campaign justification, demonstrate how your campaign aligns with the donors' issues and be sure to tell how and why your campaign aligns with their issues and priorities.

Project Description

When you are drafting your campaign description, ensure that you are answering the "who," "what," "where," "when," "why," and "how" questions of your campaign.

Within the **campaign description** section, you will need to develop your timeline in more detail. When will you perform each activity? Depending on the duration of your campaign, you may inform your potential donor that you will conduct a certain activity in a specific month, quarter, or semester depending on their requirements and how your campaign is devised.

Below is a Gantt chart, a tool that allows you to plan out your campaign components. The Gantt chart can help you tell the story of your campaign by activities and their timing.

SAMPLE GANTT CHART WITH TIMELINES

(PROJECT NAME) LOG FRAME									
GOAL:			TIMELINE						
			March	April	May	June	July	August	September
OUTCOME 1	OUTPUT 1.1	ACTIVITY 1.1.1	██	██					
		ACTIVITY 1.1.2	██	██					
	OUTPUT 1.2	ACTIVITY 1.2.1		██					
		ACTIVITY 1.2.2		██	██				
OUTCOME 2	OUTPUT 2.1	ACTIVITY 2.1.1			██				
		ACTIVITY 2.1.2			██	██			
	OUTPUT 2.2	ACTIVITY 2.2.1			██	██			
		ACTIVITY 2.2.2			██				
OUTCOME 3	OUTPUT 3.1	ACTIVITY 3.1.1				██	██		
		ACTIVITY 3.1.2					██	██	
	OUTPUT 3.2	ACTIVITY 3.2.1					██	██	██
		ACTIVITY 3.2.2							██

Now that you have a better idea of a tool that can be used to help you establish your campaign description narrative, let us see how one Young Leader Alumni developed his own.

PROJECT DESCRIPTION IN PRACTICE

Below is an example of a campaign description by Young Leader Alumni and Women Deliver Young Leaders Program grant recipient Desmond Atanga, Class of 2016.

Look at the following examples to see why this campaign description stands out.

Project Description

This project aims to increase comprehensive sexual and reproductive health awareness and services for secondary school youths in Cameroon through advocating for a CSE approach to sexuality education in the National Guidance/ Counselling terms of reference and its adequate implementation between July and December, 2016.

Between July and August 2016, members of Deserve Cameroon, some young leaders and SRHR promoters shall highlight key points for a CSE approach to teaching sexuality education in the National Guidance/Counselling terms of reference. This shall involve brainstorming sessions and reference work on some key CSE documents like the 'It's All One Curriculum.' Other sessions shall identify key points for the adequate implementation of CSE in the syllabus. At the end of these sessions, participants shall sign the set of proposals for change. Advocacy communication tools such as booklets (for justifying the proposal), posters, and T-shirts in addition to pledges for support and commitment shall be designed and written.

Between September and October 2016, a workshop shall be organized for 30 school counsellors in Bamenda, Cameroon to train them on CSE. By the end of these workshops, the following documents are expected to have been drafted: advocacy letters to National Pedagogic Inspectors (NPIs) for Guidance/Counselling and key stakeholders of the Ministry of Secondary Education including the key points on CSE and proposals on its adequate implementation bearing the signatures of the school counsellors. Besides, news items and advocacy messages for social media from the school counsellors shall be produced.

Apart from the news, TV and radio interviews shall be held to brief the general public of the commitments made by the school counsellors to promote CSE and to ensure its adequate implementation in Cameroon secondary schools. It is also aimed at reaching other school counsellors across the nation with news of the new approach and a call to ensure their commitment to implement them. This shall take place between October and November 2016.

To reach out to the target population with the new approach, by November 2016, in the presence of some school counsellors, a sample CSE lesson on Family Planning Methods for 30 secondary school students in Kumbo shall be executed by Women Deliver Young Leader and teacher, Desmond Atanga. This shall be accompanied by the distribution of the supported key points on CSE to school counsellors.

Between November and December 2016, there shall be advocacy meetings with NPIs and ministry key stakeholders. These meetings shall witness the presentation of the advocacy letters including the proposals for CSE approach. The result awaited shall be their commitment to support the course singed by the thrity school counsellors. They shall hence include their signatures in the proposals as a sign of their commitment. Advocacy messages including posters, flyers and booklets shall be pasted and distributed in some school Guidance/ Counselling offices in Bamenda and Yaounde, and at the Ministry.

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By the end of these workshops, the following documents are expected to have ... PIs) for ... dary ... uate ... sides, news ... sellors shall

Outline specific activities that will be part of your project, including meetings/brainstorming sessions, communications activities and creating "swag" or other materials.

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Use specific numbers.

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Be specific about your expected outputs.

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ABOUT THIS PROJECT AND ITS ADVOCATE

Desmond Atanga's campaign aimed to change norms and policies for CSE and increase awareness in secondary schools in Cameroon. The campaign developed public awareness and support to drive the new CSE commitments past the campaign. Read more about Desmond's project.

Monitoring and Evaluation

When creating your monitoring and evaluation (M&E) plan, your mission is to translate your issue, campaign goal, and objectives into a framework that can be objectively measured.

THE IMPORTANCE OF MONITORING AND EVALUATION

As you will recall from Module 3: Advocacy and Meaningful Youth Engagement, monitoring and evaluation (M&E) form a crucial part of the campaign cycle. This is the phase that extends through the entire life of the campaign and continually measures the campaign's progress. Your M&E plan is a key donor deliverable.

As you continuously monitor how things are shaping up and moving ahead in your campaign, you will be able to determine whether or not your campaign is actually meeting its objectives. If you find your campaign is not, you will have the opportunity to regain control to get your campaign back on track and also make recommendations for improvement. At the end of this campaign's lifecycle, you will be able to evaluate the success of your campaign as a whole (Last Mile Learning, PMD Pro of PM4NGOs).

Learn about the difference between monitoring and evaluation:

MONITORING

Monitoring is the process of determining if the campaign is doing the activities proposed. It is done by routinely tracking a campaign's activities. Monitoring is important to ensure the campaign is being implemented as desired and is vital for making mid-course corrections and adjustments. Monitoring activities typically assess inputs (the resources that contribute to making your campaign possible) and **outputs/outcomes** of the campaign.

EVALUATION

Evaluation is the process that answers the question: Are the objectives being achieved? The campaign evaluation will identify whether the campaign has produced the **desired change**, often by comparisons with the situation prior to the start of the campaign or at the beginning of the campaign. It should be designed to ensure that campaign outcomes are measured. Data on the campaign outcomes might be collected throughout the campaign or at specific points. The data is analyzed with a view to determine if the outcomes are being achieved.

In your advocacy initiatives, things may change and that is okay. Revisit your M&E plan regularly throughout the implementation of your grant to ensure you are still accurately capturing the activities, outputs, and outcomes of your work.

While it may seem intimidating at first, as your campaign progresses, you will be so glad to have a structured plan in place. And your donors will be assured to clearly see your strategy!

To facilitate the M&E process, a campaign M&E plan should be designed during campaign development. This will be your systematic plan for the collection, entry, editing, analysis, and interpretation of the data needed for campaign management.

As you build out your plan, continually assess to ensure you can feasibly execute on the plan you are proposing. If you are overly ambitious (overpromising o n outcomes you cannot deliver), you will do your campaign a huge disservice and decrease the likelihood of future funding.

M&E PLAN COMPONENTS

There are various formats for M&E plans, but each usually includes a description of the following information **(Last Mile Learning, PMD Pro of PM4NGOs)**:

Outputs:
What are the knowledge and services to be produced?

Outcomes:
What will happen as a result of your objective and/or activity?

Indicators:
What are you trying to measure for each outcome or output?
This is usually a description of a numerical value you are trying to measure, to include financial, human, and material resources.

Baseline:
What is the number you started with at the beginning of your campaign?

Target:
What is the target number you set for your campaign to reach?

Means of Verification (or Data Source):
How will you gather the information? What is your data collection tool? Are you using surveys, attendance lists, print reports, web, or mobile app reports?

M&E VARIATIONS

Other M&E plans will also include M&E tools, risks, and assumptions, and name the person responsible for each task or step. Different donors will ask for different pieces of information and they will sometimes use variations of the phrases, but remember: All donors want to know something about your M&E plan in your proposal. It is a critical element of any campaign.

SAMPLE M&E PLAN

A common challenge for those new to advocacy is how to translate their campaign from an identified issue into an operationalized plan. For that reason, we encourage you to use the sample M&E plan as a starting place. How can you use the sample plan below to begin structuring your own M&E plan? Make sure your objectives and activities are tangible and measurable throughout.

OBJECTIVES & ACTIVITIES	INDICATORS	MEANS OF VERIFICATION
Objective 1 Persuade 20 school principals in District X to introduce sexuality education into their curriculum within two years	**Outcomes** • Increased community support for sexuality education • 20 schools introduce sexuality education into their curriculum	• Tracking statements made by community leaders or district officials • Tracking media coverage (daily or weekly newspapers, radio, or TV programs) that mention support of sexuality education • Reviewing budget allocations for sexuality education • Reviewing school curriculum—Interviewing school officials and students about content of school curriculum
Activity 1.1 Meeting with the District Ministry of Education representatives	**Inputs:** Meeting objectives defined; talking points prepared; venue and logistical arrangements made **Outputs:** Number and positions of people at meeting; number and type of materials distributed **Outcome:** Increased support for sexuality education in secondary schools	**Inputs:** Preparation checklist, talking points, invoices **Outputs:** Meeting report, participant list **Outcome:** Tracking supportive statements or commitments made by government officials attending meeting
Activity 1.1 Distribution of sexuality education fact sheets to community leaders	**Inputs:** Fact sheets **Outputs:** Number of events where fact sheets were distributed; number of people who received them **Outcome:** Increased support for sexuality education in secondary schools	**Inputs:** Invoices **Outputs:** Activity reports **Outcome:** Tracking supportive statements, commitments, and action made by community leaders

KNOWLEDGE CHECK

Your monitoring and evaluation plan should be used:

- ○ once all of the activities of your campaign have been completed.

- ✓ throughout the entire lifecycle of your campaign.

- ○ after your grant funding is received.

✓

Correct

Correct!

✕

Incorrect

Not quite. M&E plans should be used throughout the entire life of the campaign to continually measure the campaign's progress. Your M&E plan is a key donor deliverable in the proposal phase.

KNOWLEDGE CHECK

Your _____ are what will ultimately be measured and evaluated, using indicators, outcomes/outputs, and means of verification. (Select two.)

- ☑ Activities
- ☐ Data Sources
- ☑ Objectives
- ☐ Baselines

✓

Correct

Correct!

✕

Incorrect

Activities or Objectives are what will ultimately be measured and evaluated, using indicators, outcomes/outputs, and means of verification.

MONITORING AND EVALUATION IN PRACTICE

Below is an example of a monitoring and evaluation plan provided by Young Leader Alumni and Women Deliver Young Leaders Program grant recipient Isaac Ejakhegbe, Class of 2016. You have already read his purpose statement for the My Body, My Right campaign.

Review the following examples to see how he planned his M&E strategy.

Goal: To advocate for the enforcement of the law against Female Genital Cutting in Edo State, Nigeria.					
			Indicators	**Baselines**	**Target and Justification**
Outcome 1: The Violence Against Persons (Prohibition) Act (VAPP) 2015 on FGC is enforced in Esan West, Edo state, Nigeria by 2017	**Output 1.1:** Gain the support of principals of 3 secondary schools, traditional king, local government chairman, to support and enforce the new law **Output 1.2:** Gain the support of community members to report offenders to law enforcement agency	**Activity 1.1.1:** Courtesy visit to principals, community ruling king, as well as the Local Government Chairman. **Activity 1.2.1:** Community mobilization/sensitization to create demand for the enforcement of the law **Activity 1.2.2:** Sensitization health talk with female and male secondary school student **Activity 2.2.3:** Organized in-depth interviews and FGDs with community members	2 visits to each principals 2 visits to community ruling king, 2 visits to the Local Government Chairman 1 Cultural dance sensitization rally organized 3 sensitization health talk (one for each of the 3 Schools) on the law 4 FGD and 8 indepth interview	Endorsement from the Stakeholders Percentage increase in the reporting / prosecution made against FGM Offenders	Track comments to support the law Copy of the endorsed letter for the dissemination of the law Pictures video Rally report Number of prosecution/ reporting against FGM Offenders made
Outcome 2: By 2017, achieve widespread understanding of the VAPP Act through new and old media and to create demand for its enforcement in Edo State	**Output 2.1:** Daily jingles in 6 metro buses 52 seats carrying capacity assign to the state by the state government) **Output 2.2:** Bi-monthly radio program to addressing female genital cutting with open call line	**Activity 2.1.1:** Visit the government official in charge of the metro buses **Activity 2.1.2:** Develop and present jingle to be aired on the buses **Activity 2.1.2:** Meet with the manager of the state owned radio station for a slot on a health talk on FGC	Targeted messages on FGM produced and disseminated		Copies of jingles CDs of radio program Selfies pictures

Goal: To advocate for the enforcement of the law against Female Genital Cutting in Edo State, Nigeria.

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Outcome 2: By 2017, achieve widespread understanding of the VAPP Act through new and old media and to create demand for its enforcement in Edo State	Daily ji[...] buses 5[...] capacity assign to the state by the state government **Output 2.2:** Bi-monthly radio program to addressing female genital cutting with open call line	**Activity 2.1.2:** Develop and present jingle to be aired on the buses **Activity 2.1.2:** Meet with the manager of the state owned radio station for a slot on a health talk on FGC	[...]essages on [...]uced and [...]ed		Copies of jingles CDs of radio program Selfies pictures

> **Make sure that your outputs are the direct result of your activities. To strengthen, provide clarity on what "support" means.**

Goal: To advocate for the enforcement of the law against Female Genital Cutting in Edo State, Nigeria.

			Indicators	Baselines	Target and Justification
Outcome 1: The Violence Against Persons (Prohibition) Act (VAPP) 2015 on FGC is enforced in Esan West, Edo state, Nigeria by 2017	**Output 1.1:** Gain the support of principals of 3 secondary schools, traditional king, local government chairman, to support and enforce the new law	**Activity 1.1.1:** Courtesy visit to principals, community ruling king, as well as the Local Government Chairman.	2 visits to each principals 2 visits to community ruling king, 2 visits to the Local Government Chairman	Endorsement from the Stakeholders	Track comments to support the law Copy of the endorsed letter for the dissemination of the law
		Activity 1.2.1: Community mobilization/sensitization to create demand for the enforcement of the law		Percentage increase in the	
	Output 1.2: Gain the support of community members to report offenders to law enforcement agency	**Activity 1.2.2:** Sensitization health talk with female and male secondary school student			
		Activity 2.2.3: Organized in-depth interviews and FGDs with community members	and 8 indepth interview		FGM offenders made
Outcome 2: By 2017, achieve widespread understanding of the VAPP Act through new and old media and to create demand for its enforcement in Edo State	**Output 2.1:** Daily jingles in 6 metro buses 52 seats carrying capacity assign to the state by the state government)	**Activity 2.1.1:** Visit the government official in charge of the metro buses	Targeted messages on FGM produced and disseminated		Copies of jingles CDs of radio program Selfies pictures
		Activity 2.1.2: Develop and present jingle to be aired on the buses			
	Output 2.2: Bi-monthly radio program to addressing female genital cutting with open call line	**Activity 2.1.2:** Meet with the manager of the state owned radio station for a slot on a health talk on FGC			

It's good practice to use numbers to quantify your work. Remember to account for these quantities when you create your budget.

Goal: To advocate for the enforcement of the law against Female Genital Cutting in Edo State, Nigeria.

			Indicators	Baselines	Target and Justification
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Outcome 2: By 2017, achieve widespread understanding of the VAPP Act through new and old media and to create demand for its enforcement in Edo State	**Output 2.1:** Daily jingles in 6 metro buses 52 seats carrying capacity assign to the state by the state government) **Output 2.2:** Bi-monthly radio program to addressing female genital cutting with open call line	**Activity 2** Visit the government o the metro buses **Activity 2** Develop and present jingle to be aired on the buses **Activity 2.1.2:** Meet with the manager of the state owned radio station for a slot on a health talk on FGC			of jingles adio pictures

> **Advocacy can be difficult to track--include justifications like those here to help the reader get a better picture of what will help you achieve your outcomes.**

Management Capacity

When management systems are not in place, important aspects of a campaign can be overlooked or important information may not be passed to those who need it. Strong leadership takes practice, but you are more than capable!

In the **management capacity** section of your campaign proposal, you will need to describe a clear plan of how your campaign will be managed. This section will include details about the necessary personnel and what their roles and responsibilities will be. Your funder will want to know you have the right people in place to do the work.

Part of strong management is having a diverse team, including women and members of marginalized or underrepresented communities. This will bring diverse perspectives to your work and demonstrate your commitment to bringing important stakeholders to the table.

Often, organizations will not have all of the staff hired when they are applying for funding. Donors understand this. Include a list of the skills and experiences needed by an individual for each role (along the lines of a job description) to demonstrate to the donor the type of person you will on-board once

you receive funding. Include specific information on who will be involved in managing the campaign throughout the lifecycle, what their key responsibilities will be on the campaign, and how much time they will spend working on the campaign.

Questions to Assist You In Developing Your Management Capacity Narrative:

- What key positions are necessary to carry out this campaign?

- How much time will each person spend on the campaign activities?

- What will their responsibilities be?

- What is their experience in campaign implementation? Why are they the right individual to be involved?

- Will there be other organization(s) that will be responsible for the direct delivery of the campaign? **Note:** If the answer is yes and you will be selecting these partner organizations after you receive the funding, then provide any selection criteria you will use for this decision. If you already know your partner organizations, include the name of the organization, their role, expectations of the organization in campaign implementation, a brief description of its capacity to fulfill its role, and a description of how the organization will be monitored to ensure successful program implementation.

- What other details do you feel are necessary to persuade the donor that you have the means and ability to successfully implement your campaign and reach your goals?

INDIVIDUAL MANAGEMENT CAPACITY

If you are submitting a proposal as an individual (not as an organization), or with the backing of an organization, consider using the management capacity section to highlight your abilities and capacity. When building the narrative, start by editing a brief biography of yourself to highlight your skills, abilities, and capacity. Ensure this narrative also includes information about any other individuals who will be involved in implementing the campaign.

Highlight the Following Elements in Your Proposal:

- ✓ **Relevant experience in the type of work you will undertake in your campaign**

- ✓ **Relevant experience in grant management, campaign management, etc.**

- ✓ **Other skills and experience that are relevant to the campaign**

- ✓ **Educational background**

- ✓ **Major accomplishments and awards received**

- ✓ **Personal goals and aspirations**

MANAGEMENT CAPACITY IN PRACTICE

Below is an example of a management capacity section provided by Young Leader Alumni and Women Deliver Young Leaders Program grant recipient Caren Odanga, Class of 2016.

Take a look at the following examples to see why Caren's management capacity section stands out.

Management Capacity

The proposed project shall be coordinated by three staff members, namely: Caren Odanga, Winnie Stawa, and Marlen Ngina. Caren shall be the overall coordinator of the project and the contact person. She will ensure that the project is implemented as planned and maintain regular contact with WD. Caren will be on the project full-time. Winnie shall be the project manager whose responsibilities will include; community mobilization, monitoring and evaluation, budget making and financial control, and setting project activities. She will spent 65% of her time on the project. Marlene shall serve as the project officer whose main roles will include; designing communication messages and material, liaising with key stakeholders, and facilitating advocacy forums.She will spent 45% of her time on the project.

Management Capacity

The proposed project shall be coordinated by three staff members, namely: Caren Odanga, Winnie Stawa, and Marlen Ngina. Caren shall be the overall coordinator of the project and the contact person. She will ensure that the project is implemented as planned and maintain regular contact with WD. Caren will be on the project full-time. Winnie shall be the project manager whose responsibilities will include; community mobilization, monitoring and

Estimate the amount of time each person can devote to the project.

setting project activities. e shall serve as the project munication messages and material, liaising with key stakeholders, and facilitating advocacy forums.She will spent 45% of her time on the project.

Management Capacity

The proposed project shall be coordinated by three staff members, namely: Caren Odanga, Winnie Stawa, and Marlen Ngina. Caren shall be the overall coordinator of the project and the contact person. She will ensure that the project is implemented as planned and maintain regular contact with WD. Caren will be on the project full-time. Winnie shall be the project manager whose responsibilities will include; community mobilization, monitoring and evaluation, budget making and financial control, and setting project activities. She will spent 65% of her time on the project. Marlene shall serve as the project officer whose main roles will include: designing communication messages and advocacy forums.She

Describe the main roles key personnel will play.

The length of this section will vary. Your response may be longer depending on the number of team members you have and the role each member plays. When in doubt, defer to the donor's rules or guideline on this section.

ABOUT THIS PROJECT AND ITS ADVOCATE

Caren Odanga sought to increase access to safe abortion options and services among rural adolescents and young women in Kakamega County, Kenya. Read more about Caren's campaign here.

This is your opportunity to shine! Describe why your team is the right one to ensure this campaign is a success.

Dissemination Plan

Spreading the word about your campaign plays a big role in its ultimate success. How you will do so depends on the creation of a deliberate dissemination plan.

WHY DO YOU NEED A DISSEMINATION PLAN?

A key item most donors will request in their proposal application is a description of how you will disseminate (or share) your campaign results once the campaign is complete. **Dissemination** is the process of making the results and deliverables of a campaign available to specific audiences. This is important to the success of the campaign and its sustainability [(Managing Projects, European Commission, 2015)](#).

Defining the purpose of dissemination is a first step to developing a dissemination plan. What do you want to gain? What do you think the donor wants to gain?

Is your purpose to:

- Raise awareness and let others know what you are doing and what you have done?

- Inform and educate the community?

- Engage and get input and feedback from the community?

- Promote and "sell" your outputs and results?

- Ensure your campaign's outputs and outcomes are sustained after the campaign ends?

- Educate others who might want to implement a similar campaign?

- Raise awareness for the donor about the good work they are funding?

The work you did on advocacy communications in Module 3 | Advocacy and Meaningful Youth Engagement can help you think through answers to these questions and help you develop your dissemination plan.

Consider the following:

What is it you plan to disseminate? (What is your message?)

Who will you share it with? (Who is your audience?)

Why are you doing this? (What is your purpose?)

How will you do this? (What is your method?)

There are many different dissemination methods you can use based on the strategy you have developed. Take a moment to review Module 4 | Communications and Media for dissemination method ideas and to revisit building your communications strategy to include intentional dissemination tactics.

ESTABLISH DISSEMINATION TACTICS

Read each card to learn more.

PUBLICATIONS

Brochures, pamphlets, case studies, reports, etc., which present the campaign and describe its results, are common methods for disseminating campaign results. When written in a manner that is appropriate for the target audience and offered at locations frequented by your audience, publications can add to the visibility of the campaign. Note: Publications can also be part of your grant activities.

SPEAKING ENGAGEMENTS

Conferences, workshops, or briefings can ensure the campaign has a high profile and the community learns from it.

COLLABORATIVE EVENTS

Panel discussions or conferences which disseminate results for clusters of related campaigns are not only more cost effective, but also often have more impact than those done individually. Practitioners and decision-makers are more likely to attend a meeting presenting the results of several campaigns than of just one. It also allows those implementing similar campaigns to learn from each other.

SOCIAL MEDIA

Twitter, Facebook, etc., can help you disseminate your results to the general public and can be particularly good for reaching other young people or other stakeholders.

DISSEMINATION IN PRACTICE

Below is an example of a dissemination plan provided by Young Leader Alumni and Women Deliver Young Leaders Program grant recipient Jasmine George, Class of 2016.

Read the examples of Jasmine's dissemination plan below to discover why it stands out.

Dissemination Plan

We aim to disseminate these podcasts via Government Schools, and their communities. We will have one classroom session with the students of the school. We would try to add these Podcasts as School's syllabus and bring intervention at Policy level. We would try to meet the local MLA and get demands of young participants met.

We are creating age appropriate, accurate information on sexuality, in the regional language for children who do not have access to schools and other internet sources and who are dependent on local news and radio channels.

Dissemination Plan

We aim to disseminate these podcasts via Government Schools, and their communities. We will have one classroom session with the students of the school. We would try to add these Podcasts as School's syllabus and bring intervention at Policy level. We would try to meet the local MLA and get demands of young participants met.

We are creating age appropriate, accurate information on sexuality, in the r... ...uality, in the ...ools and other i... ...dio channels.

Be clear about what you will do as part of your dissemination plan vs. the uptake you will attempt to achieve (which is ultimately outside of your control).

Dissemination Plan

We aim to disseminate these podcasts via Government Schools, and their communities. We will have one classroom session with the students of the school. We would try to add these Podcasts as School's syllabus and bring intervention at Policy level. We would try to meet the local MLA and get demands of young participants met.

We are creating age appropriate, accurate information on sexuality, in the r... ...ools and other i... ...dio channels.

To make your dissemination plan stronger, include more specific information here about how you will get your message out and via what channels.

Sustainability Strategy

Through your sustainability strategy, you will be able to show the donor you have carefully thought your campaign through, and that you will be working through sustainability all along the campaign lifecycle.

SHOWING SUSTAINABILITY

As part of the grant application process, you will need to consider developing a **sustainability strategy**. This is not something to reserve for the end of your campaign, or else you might be left scrambling to find funding after the initial grant period ends.

This is especially important if, for example, you are applying for additional grants from Women Deliver's Young Leaders Program or another funder. Future funding or continuation plans should go beyond Women Deliver grants.

There are a variety of ways to ensure the sustainability of a campaign. One way that is often recommended is to ensure that key stakeholders are involved in the campaign from the beginning and will continue their involvement after funding has ended. Your sustainability plan might include information on how stakeholder participation will be achieved and how it will ensure the campaign's long-term survival. Another way is to institutionalize the campaign's activities into an organization. For instance, if you are part of an existing organization and/or partnering with one, think about how campaign activities could be continued by the organization as part of its normal activities without a lot of additional cost.

Certain types of campaigns that are undertaken in communications or advocacy are inherently time-limited, such as advocating for specific health-related legislation in an electoral period. Keep this in mind when developing your sustainability plan.

Types of Sustainability Plans Often Requested by Donors:

Read each card to learn more.

ORGANIZATIONAL SUSTAINABILITY

How the organization will continue its work in the future

FINANCIAL SUSTAINABILITY

How the campaign or organization will obtain the funding required for the campaign or the organization after the grant has ended

PROGRAMMATIC SUSTAINABILITY

How the work will continue when there is no grant available

Note: We understand that campaigns **require** funding to be sustainable. Consider this as guidance as you plan for longer-term impact.

SUSTAINABILITY STRATEGY IN PRACTICE

Below is an example of a sustainability strategy provided by Young Leader Alumni and Women Deliver Young Leaders Program grant recipient Anthony Lopez, Class of 2016.

Read the examples below to see what critical considerations you should be making when you create you own campaign's sustainability strategy.

Sustainability Strategy

To sustain the project and the group, we will partner with the local government unit to aide us continually in activities and programs; we will tie up with other youth-service and youth-led organization under the field of SRHR for projects and possible collaboration in the area; we will coordinate with the Department of Education Regional Office to help us in setting up satellite groups in different schools and institutions. These groups will serve as recognized organizations or clubs inside the schools where students can get comprehensive information about SRHR. These groups would also provide more sustainability since trainings and mentoring can be done as an extra curricular activities in schools.

Sustainability Strategy

To sustain the project and the group, we will partner with the local government unit to aide us continually in activities and programs; we will tie up with other youth-service and youth-led organization under the field of SRHR for projects and possible collab... e Department of Education Regio... ups in different schools and institu... rganizations or clubs inside the sc... nformation about SRHR. These... y since trainings and ment... ties in schools.

> When discussing project sustainability, be as specific as possible. In addition to saying who will help, include what they will do and how. If you have already built those relationships (or will build them over the course of your project) definitely include that information as well.

Sustainability Strategy

To sustain the project and the group, we will partner with the local government unit to aide us continually in activities and programs; we will tie up with other youth-service and youth-led organization under the field of SRHR for projects and possible collaboration in the area; we will coordinate with the Department of Education Regional Office to help us in setting up satellite groups in different schools and institu... rganizations or clubs inside the sc... nformation about SRHR. These... y since trainings and ment... ties in schools.

> What type of collaboration will be most useful to your projects sustainability?

ABOUT THIS PROJECT AND ITS ADVOCATE

Anthony Lopez received a small grant for the campaign Y-Cap (Capiz Youth for SRHR) to advocate for a key population in Roxas City in the Philippines affected by high numbers of teenage pregnancy and susceptibility to HIV. Learn more about Anthony's campaign here.

What concerns do you have about your campaign's sustainability? Please take a moment to reflect in the Module 5 Forum, as well as comment on other Young Leaders' concerns.

Project Budget

A campaign budget is more than just your statement of proposed expenses; it is an alternate way of expressing your campaign.

Some individuals really gravitate towards budget development. They love the structure and order of categorizing expenditures and planning fiscally to ensure the campaign's objectives are achieved. Others may feel a bit intimidated by the idea of developing a budget. This is normal, and usually stems from a lack of experience and opportunity to work on budgets. No matter how you feel about them, **you are capable of developing a sound budget.**

CREATING YOUR BUDGET

Donors will look at your budget to see how well it fits your campaign narrative and proposed activities. While you may have an overall organizational budget, you will also need to create a budget for the specific campaign you are proposing. This will be your guide for how you will spend the funds you receive to ensure you meet your campaign's stated outcomes.

One of the first concepts to understand is the idea of **allowable budget** expense categories. This means you can include some items in your budget request to a given funder, but not others. Depending on the donor, unallowable expenses are commonly items related to alcohol purchases and funds to conduct lobbying efforts.

Additionally, be sure to read carefully what your donor considers to be "lobbying," as there may be a fine line of distinction between lobbying and some advocacy activities. Just because an expense is unallowable for a given funder does not mean you cannot undertake the activity or incur the expense; you must just ensure that none of the particular funder's grant is used towards that expense if you are able to share campaign costs across multiple donors.

When applying for a grant, it is possible the donor may not allow you to use the funding toward staff time and salaries, organizational equipment not directly related to the campaign like printers, telephones, computers, etc., and overhead costs like rent, electricity, etc. Donors may also put a percentage cap on how much of the funding is used towards overhead and salary costs (we currently do at Women Deliver). Be sure you carefully review the allowable budget categories for your donor. Unless guidelines tell you otherwise, you can usually include things such as printing costs, meeting expenses, materials, local transportation, translation expenses, and other expenses that are specific to your campaign. Whenever possible, ask the donor about allowable budget expense categories ahead of the submission of your proposal.

NEW TO BUDGETING? GET FAMILIAR WITH KEY TERMS

If you are creating a budget for the first time, or even if you are relatively new to the process, download the following Budget Terms Glossary to become familiar with budgeting key terms and reference as needed.

PDF   **Budgeting-Key-Terms-Glossary.pdf**   44.8 KB   ⬇

For Your Consideration   Direct vs. Indirect Costs

Some donors may also ask you to differentiate between the direct and indirect costs of your campaign budget.

DIRECT COSTS

Direct costs, sometimes called **operational costs**, are those costs that are used directly for the project. These expenditures are explicitly and solely for use by the project.

Direct costs are usually categorized into personnel (people) and non-personnel (things) components:

* Personnel costs often include such items as salaries, wages, consultant fees, and fringe benefits (health insurance, retirement plans, etc.)
* Non-personnel costs include such items as equipment, supplies, travel, and publication charges. Space and utilities may be reflected as direct costs or included as a part of your indirect cost rate.

INDIRECT COSTS

Indirect costs, sometimes called **overhead**, are those that are not itemized in the campaign-specific budget but are incurred during the implementation of the campaign. These are real costs that are hard to allocate to a specific campaign, such as payroll and accounting, space and equipment, and general administration.

Rather than calculating a strict cost for each item, many donors allow you to calculate a percentage of your direct costs and add it to your budget request. If the donor does not expressly forbid using their funds for overhead or indirect costs, you should definitely include them, as this will help contribute to your organizational sustainability. Some donors do not expressly prohibit indirect costs, but do not volunteer that they are acceptable, so be sure to ask.

BUDGET CONSIDERATIONS

All donors will be interested in learning about any costs you, another organization, or another donor may be contributing to your campaign. This is sometimes called **cost sharing** or **leveraging other funds**. You may share costs by contributing space, volunteer or staff time, or goods or services towards the total campaign expenses. Your cost sharing may be in the form of actual dollars or as in-kind contributions. Depending on the donor, cost sharing may be mandatory or voluntary.

Your budget should be **detailed and realistic**. Ensure you do not ask for more money than the funder has outlined and do not feel obligated to create a budget that requests the maximum amount possible. Budget for your campaign and request the funds you will realistically need. Go through each of your activities and think critically about what things will actually cost. Think about who will do the activities, what materials will be needed, if travel will be required, and what else you will need in order to ensure your activities produce the outputs as depicted in your logic model. Include any costs associated with

your monitoring and evaluation plan. For example, if you will need to conduct a survey, analyze the results, and prepare a donor report, include any staff, printing, and transportation costs.

You may find that for the grant amount, you may not be able to undertake all the activities you ideally would prefer. If this is the case, you may need to scale back or look for additional funders. Ensure you include enough detail in your budget to show your funder how you will use their money, but be careful not to include too much detail as it can be a problem for implementation. You could end up having to go back to the donor every time you need to change something minor.

BUDGET CHECKLIST

As you prepare your campaign budget, review to make sure it:

- ✔ Provides sufficient resources to carry out your campaign

- ✔ Presents the budget in the format desired by the potential donor

- ✔ Provides the level of detail required by your funder, but no more

- ✔ Provides sufficient detail so the reviewer can understand how various budget items were calculated (for instance, if you are going to make 100 copies of a flyer that costs $0.50 each, show the calculation)

- ✔ Separates direct costs from indirect costs and describes what is covered in each category

- ✔ Includes any attachments or special appendixes to justify unusual requests

- ✔ Identifies evaluation, donor reporting, and dissemination costs

- ✔ Converts your budget into the currency of the donor (a good website to reference is OANDA). Include the currency converter you used as well as the date you pulled the exchange rate in your budget worksheet.

SAMPLE BUDGETS

Below are two examples of campaign budgets. As you look through these budgets, do you get a sense of what the campaign aims to achieve? Are they easy to follow? Are you left with any questions?

Budget Example #1

Information, Education, and Communication Materials (IEC)	500.00 USD	600.00 USD	$14,300.00	1,100.00 USD
Publications	1,500.00 USD	700.00 USD	$28,600.00	2,200.00 USD
Events (Forum with key stakeholders)	200.00 USD	1,300.00 USD	$19,500.00	1,500.00 USD
Monitoring & Evaluation	500.00 USD	700.00 USD	$15,600.00	1,200.00 USD
INDIRECT COSTS				
Project administration	0.00 USD	600.00 USD	$7,800.00	600.00 USD
Office rent	0.00 USD	1,200.00 USD	$15,600.00	1,200.00 USD
Total	**5,000.00 USD**	**8,800.00 USD**	**$179,400.00**	**13,800.00 USD**

Budget Example #2

Project Name: *Youth Access and Quality of Health Services*
Project Duration: 6 months (17th March–15th September 2014)

EXPENSE(S)	FUNDS REQUESTED	FUNDS FROM OTHER SOURCES	COST IN LOCAL CURRENCY [USD 1 = UGX 2,450. SOURCE: WWW.XE.COM]	COST IN USD
OPERATIONAL COSTS				
Salaries	USD 1,200.00	USD 1,500.00	UGX 6,615,000	USD 2,700.00
Technical Assistance	USD 600.00	USD 1,000.00	UGX 3,920,000	USD 1,600.00
Equipment/Supplies	USD 0.00	USD 500.00	UGX 1,225,000	USD 500.00
Information, Education, and Communication Materials (IEC)	USD 1,000.00	USD 300.00	UGX 3,185,000	USD 1,300.00
ICT messaging	USD 1,000.00	USD 400.00	UGX 3,430,000	USD 1,400.00
Materials and Supplies	USD 200.00	USD 100.00	UGX 735,000	USD 300.00
Evaluation	USD 500.00	USD 250.00	UGX 1,837,500	USD 750.00
Total Operational Costs	USD 4,500.00	USD 4,050.00	UGX 20,947,500	USD 8,550.00
Overhead Costs (10%)	USD 500.00	USD 450.00	UGX 2,327,500	USD 950.00
Total Project Costs	USD 5,000.00	USD 4,500.00	**Total: UGX 23,275,000**	**Total: USD 9,500.00**

PRACTICE REVIEWING A BUDGET

Review **Budget Example #2** above and respond to the following questions.

What are the Total Project Costs for Funds Requested?

○ USD 9,500.00

○ USD 4,500.00

✓ USD 5,000.00

○ USD 450.00

✓

Correct

Reviewing the budget, you see the Total Project Costs row aligns with the Funds Requested column to equal USD 5,000.00.

✗

Incorrect

Reviewing the budget, you see the Total Project Costs row aligns with the Funds Requested column to equal USD 5,000.00.

Are indirect costs included in this budget?

- ☑ Yes
- ◯ No

✓

Correct

Indirect costs are included in this campaign, referred to as "overhead."

✕

Incorrect

Indirect costs are included in this campaign, referred to as "overhead."

What is this budget reporting on?

- ◯ Direct Costs
- ☑ Operational Costs
- ◯ Project Assets
- ◯ Discrepancies

Correct

This budget measures operational costs, as outlined at the top of the budget. Clearly defining what type of budget you have created for the donor is a key element of your detailed budget.

Incorrect

This budget measures operational costs, as outlined at the top of the budget. Clearly defining what type of budget you have created for the donor is a key element of your detailed budget.

PROJECT BUDGET IN PRACTICE

Especially if budgeting is new to you, it can be very helpful to see what other campaign budgets look like. Below is an example of a campaign budget by Young Leader Alumni and Women Deliver Young Leaders Program grant recipient Aditi Sharma, Class of 2016.

Review the budget examples below to see what critical considerations you should be making when you create your campaign budget.

Project name: Menstrual hygiene Awareness Training program				
Organization: Kalyani				
Project duration: 6 months				
Project location: Salkot, Surkhet, Nepal				
Expense (s)	**Funds requested**	**Funds from other sources**	**Cost in local currency (NPR)**	**Cost in USD**
Staff salaries	$1,211.60		130,000.00	$1,211.60
Coordinator salary	⊙	NPR. 2,40,000	240,000.00	$2,236.80
Travel	$1,118.40		120,000.00	$1,118.40
Training materials	$1,065		114,274.50	$1,065
Stationary	$93.20		10,000.00	$93.20
Refreshments	$186.40		20,000.00	$186.40
Monitoring and Evaluation	$279.60		30,000.00	$279.60
Overhead cost ⊙	$745.60		80,000.00	$745.60
Dissemination ⊙ Cost	$300.00		32,190.00	$300.00
		Total:	776,465	$7,236.80
		Total funds requested	NPR. 536479.54	$5,000
		Local Currency ⊙	Nepalese Rupees	
		Conversion Source	Central Bank, Nepal	
		Conversion rate:		
		$1=NPR. 107.30		
		Date Converted	17/07/2016	

Project name: Menstrual hygiene Awareness Training program
Organization: Kalyani
Project duration: 6 months
Project location: Salkot, Surkhet, Nepal

Expense (s)	Funds requested	Funds from other sources	Cost in local currency (NPR)	Cost in USD
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Overhead cost ❯	$745.60		80,000.00	$745.60
Dissemination Cost ❯	$30...		32,400.00	$300.00
		Total funds requested	NPR. 536479.54	$5,000
		Local Currency ❯	Nepalese Rupees	
		Conversion Source	Central Bank, Nepal	
			Conversion rate:	
			$1=NPR. 107.30	
		Date Converted	17/07/2016	

Different donors often label overhead costs as "indirect" costs, and usually have a maximum amount (a percentage of the overall budget) that it can be. This budget line item is often the final item listed in a budget. Be sure to check what your donor requires.

Project name: Menstrual hygiene Awareness Training program

Organization: Kalyani

Project duration: 6 months

Project location: Salkot, Surkhet, Nepal

Expense (s)	Funds requested	Funds from other sources	Cost in local currency (NPR)	Cost in USD
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		Conversion Source	Central Bank, Nepal	
			Conversion rate:	
			$1=NPR. 107.30	
		Date Converted	17/07/2016	

For budget line items that are somewhat vague, like 'Dissemination Cost,' be sure to explain what the funds requested will be used for in your budget narrative.

Project name: Menstrual hygiene Awareness Training program				
Organization: Kalyani				
Project duration: 6 months				
Project location: Salkot, Surkhet, Nepal				

Expense (s)	Funds requested	Funds from other sources	Cost in local currency (NPR)	Cost in USD
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		Conversion Source	Central Bank, Nepal	
			Conversion rate:	
			$1=NPR. 107.30	
		Date Converted	17/07/2016	

It is great to show that funds from other sources will support your project. Keep the costs associated with funds from other sources separate from the overall budget and be sure to note these funds from other sources in the budget narrative.

Project name: Menstrual hygiene Awareness Training program				
Organization: Kalyani				
Project duration: 6 months				
Project location: Salkot, Surkhet, Nepal				
Expense (s)	**Funds requested**	**Funds from other sources**	**Cost in local currency (NPR)**	**Cost in USD**
Staff salaries	$1,211.60		130,000.00	$1,211.60
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			NPR. 536479.54	$5,000
		Currency ⊙	Nepalese Rupees	
		Conversion Source	Central Bank, Nepal	
			Conversion rate:	
			$1=NPR. 107.30	
		Date Converted	17/07/2016	

> It is important to include the currency conversation rate and the date of the conversion. It is also important to cite the source of the conversion.

ABOUT THIS PROJECT AND ITS ADVOCATE

Aditi Sharma, through her campaign Menstrual Hygiene Awareness Program, promoted menstrual health and hygiene in rural communities in Nepal to empower girls and women.

Your budget is an opportunity to demonstrate to your donor that you have thought through the campaign and know the funds it will take to get it done.

Budget Narrative

You have created your budget. Now it is time to tell the story of why you selected your monetary amounts and how that plays into the bigger picture of your campaign goal.

WRITING YOUR BUDGET NARRATIVE

Now that you have calculated your budget costs, you will need to write a **budget narrative**. This is the narrative section in your campaign proposal that simply describes the line items of your budget. Usually, each budget line will have only a sentence or two. The budget narrative will help the donor understand each of your budget's components and ultimately show them you have thought through the costs involved in completing your campaign.

With the development of your budget and budget narrative, you have an opportunity to see if the original activities you proposed in your campaign description are reasonable given your budgetary constraints. **As you work through drafting your budget, campaign description, and logic model, ensure there are no inconsistencies or discrepancies.** If you have an activity in your logic model, ensure it is represented in your budget at the same scale. Also ensure you include any costs associated with your M&E plan.

If you find you have proposed to do too much—and would not have enough funding to cover all the activities you want to do—you must make changes and ensure these changes are reflected in each section of your proposal as necessary.

Perhaps this means you need to scale down a few of your activities or even remove some altogether. Or, perhaps you can look for another donor to leverage additional funding to support the campaign. Whatever the case, be sure your objectives are still attainable with what you are proposing to do.

BUDGET NARRATIVE IN PRACTICE

Below is an example of a budget narrative based on the previous campaign budget example and provided by Young Leader Alumni and Women Deliver Young Leaders Program grant recipient Aditi Sharma, Class of 2016.

Review the budget narrative examples below to see what critical considerations you should be making when you create your own budget narrative.

Budget Narrative

The main breakdown for the budget for this project is for staff salary, office space, staff accommodation, travel, training materials, stationary, refreshments and monitoring and evaluation. One staff needs to work full-time on the project, hence, staff salary is required. The staff will work under direct supervision of the coordinator. Kalyani will be bearing the salary for the coordinator's salary. In addition, as the project site is in a remote area, staffs require to travel back and forth. An office space and staff accommodation also needs to be budgeted for. For the trainings, various training materials, stationary and refreshments for the trainees are required. Lastly, a set amount needs to be separated for monitoring and evaluation of the project.

Budget Narrative

The main breakdown for the budget for this project is for staff salary, office space, staff accommodation, travel, training materials, stationary, refreshments and monitoring and evaluation. One staff needs to work full-time on the project,

Your budget narrative should describe the line items of your budget to help the donor understand each of your budget's components and ultimately show them you have thought through the costs involved in completing your project. Is there a line item in the budget example that is not described or explained in this narrative?

Your budget narrative should provide explanation for each of the line items of your budget (at least 1-2 sentences each). Organize it in a way that will be easy to read, use headings as appropriate.

Budget Narrative

The main breakdown for the budget for this project is for staff salary, office space, staff accommodation, travel, training materials, stationary, refreshments and monitoring and evaluation. One staff needs to work full-time on the project, hence, staff salary is required. The staff will work under direct supervision of the coordinator. Kalyani will be bearing the salary for the coordinator's salary. In addition, as the project site is in a remote area, staffs require to travel back and forth. An office space and staff accommodation also needs to be budgeted for. For the trainings, stationary and refreshments for the trainees are needs to be separated for monitoring and evaluation.

> This information can go in the Management Capacity section of a proposal, not the budget narrative.

Budget Narrative

The main breakdown for the budget for this project is for staff salary, office space, staff accommodation, travel, training materials, stationary, refreshments and monitoring and evaluation. One staff needs to work full-time on the project, hence, staff salary is required. The staff will work under direct supervision of the coordinator. Kalyani will be bearing the salary for the coordinator's salary. In addition, as the project site is in a remote area, staffs require to travel back and forth. An office space and staff accommodation also needs to be budgeted for. For the trainings, stationary and refreshments for the trainees are needs to be separated for monitoring and evaluation.

> When providing information about funds being provided from other sources, share more details so the donor has an appreciation for the cost sharing being leveraged.

Budget Narrative

The main breakdown for the budget for this project is for staff salary, office space, staff accommodation, travel, training materials, stationary, refreshments and monitoring and evaluation. One staff needs to work full-time on the project, hence, staff salary is required. The staff will work under direct supervision of the coordinator. Kalyani will be bearing the salary for the coordinator's salary. In addition, as the project site is in a remote area, staffs require to travel back and forth. An office space and staff accommodation also needs to be budgeted for. For the trainings, various training materials, stationary and refreshments for the trainees are required. Lastly, a set amount needs to be separated for monitoring and evaluation of the project.

How many trainees will there be? It is ok if this is an estimate. The donor will want to know how much you are estimating this training to cost per person.

ABOUT THIS PROJECT AND ITS ADVOCATE

As you saw in the previous lesson, Aditi Sharma used her campaign Menstrual Hygiene Awareness Program to promote menstrual health and hygiene in rural communities in Nepal to empower girls and women.

Your budget is an opportunity to demonstrate to your donor that you have thought through the campaign and know the funds it will take to get it done.

Executive Summary

Save the best for last! Once you have all other elements of your proposal drafted, you will be equipped to write your executive summary.

Your proposal's **executive summary** or abstract is the overarching explanation of the issue as well as your solution. Although your executive summary will appear at the very beginning of your proposal, you must wait to write it until after you have completed the proposal in order to create a complete and clear summary.

A good executive summary:

- Identifies the applicant organization and establishes its credibility

- States the need or problem to be addressed

- Outlines the objectives of the funding

- Outlines the specific activities to meet these objectives

- Specifies the time period during which the activities will be accomplished

- Gives monetary figures (ex., Kenyan shillings, Indonesian Rupiah, US dollars) for the total campaign cost, potentially including the percentage of the overall campaign budget you are asking the specific donor to cover

SOURCE: *The Basic Steps in Planning and Writing A Successful Grant Application, Rinehard, Bouie Scott (2003)*

SAMPLE EXECUTIVE SUMMARY STRUCTURE

In Women Deliver's Young Leaders Program grant application, we currently request the following information. Use these components as a guide for what potential funders may be asking for.

Project title
The title of your project

Purpose statement
The purpose of your project

Abstract
A brief (up to 250 words) overview of your project

Target area & beneficiaries
Short description of your project target area and its beneficiaries

Project duration
The length of your project developed in your logic model

Project budget
The total budget for your project

EXECUTIVE SUMMARY IN PRACTICE

Below is an example of an executive summary, provided by Young Leader Alumni and Women DeliverYoung Leaders Program grant recipient Catherine Nyambura, Class of 2016.

Take a look at the following examples to see what makes this executive summary stand out.

Executive Summary

The Stand Up Be Counted project will create a platform for concerted advocacy and communication efforts in consolidating young women's input into national sexual and reproductive health and rights advocacy in Kenya. The project will catalyze and enable movement building, mobilizing young women from across Kenya. Young women will be drawn from various areas including: Nairobi (Majority), Nakuru, Kakamega and Lamu.

The training will target 23 young women. Additionally, using #SRHRDialogues, we will implement a sustained online promotion of key messages and dialogue with a policy maker through a Twitter chat with a leading SRHR champion (Hon. Kenneth Okoth-MP). He will engage young women on various topics and issues of interest on SRHR.

The Stand Up Be Counted project is intended to leverage on various components such as:

- Movement building and strengthening the capacity of young women to organize.
- Training on Intersectional and board based sexual and reproductive health and rights.
- Advocacy with a special focus on safe abortion advocacy.
- Leveraging on social and digital media communication and traditional media to disseminate key sexual and reproductive health and rights information.
- Community mobilization and linking young women with opportunities to inform grassroots organizing and share their perspectives with communities.
- Creating platforms for young women to engage and interface with policy makers at the national and regional level.
- Leveraging on key mobilization dates and advocacy opportunities to amplify young women's voices and communicate their priorities on sexual and reproductive health and rights.

Executive Summary

The Stand Up Be Counted project will create a platform for concerted advocacy and communication efforts in consolidating young women's input into national sexual and reproductive health and rights advocacy in Kenya. The project will catalyze and enable movement building, mobilizing young women from across Kenya. Young women will be drawn from various areas including: Nairobi (Majority), Nakuru, Kakamega and Lamu.

The training will target 23 young women. Additionally, using #SRHRDialogues, we will implement a sustained online promotion of key messages and dialogue with ... ing SRHR champion (Hon. K ... various topics and issues o ...

Outlines project aims in clear and specific terms.

The Stand Up Be Counted project is intended to leverage on various components such as:

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- Training on Intersectional and board based sexual and reproductive health and rights.
- Advocacy with a special focus on safe abortion advocacy.
- Leveraging on social and digital media communication and traditional media to disseminate key sexual and reproductive health and rights information.
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The training will target 23 young women. Additionally, using #SRHRDialogues, we will implement a sustained online promotion of key messages and dialogue with policy maker through a Twitter chat with a leading SRHR champion (Hon. Okoth MP). He will engage young women on various topics and issues

Uses numbers to communicate the scope of your proposal.

age on various components

- Movement building and strengthening the capacity of young women to organize.
- Training on Intersectional and board based sexual and reproductive health and rights.
- Advocacy with a special focus on safe abortion advocacy.
- Leveraging on social and digital media communication and traditional media to disseminate key sexual and reproductive health and rights information.
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The training will target 23 young women. Additionally, using #SRHRDialogues, we will implement a sustained online promotion of key messages and dialogue w

Outlines various tactics that will contribute to the project goal.

eading SRHR champion (Hon. K on various topics and issues c

The Stand Up Be Counted project is intended to leverage on various components such a

- Movement building and strengthening the capacity of young women to organize.
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- Leveraging on key mobilization dates and advocacy opportunities to amplify young women's voices and communicate their priorities on sexual and reproductive health and rights.

ABOUT THIS PROJECT AND ITS ADVOCATE

Class of 2016 Young Leader Catherine Nyambura created the campaign Stand Up and Be Counted for Kenyan women and girls to provide space for young advocates to pull together resources and work together to influence the reproductive and health bill policies.

Keep in mind that the executive summary is likely the first thing read by a potential funder. Make sure it is specific, simple, and clear, reflecting your best persuasive argument for funding your campaign.

Finalizing Your Proposal Submission

Time to check, double-check, and triple-check your entire proposal submission!

Before submitting your final proposal, ensure that you have:

- Followed all of your donor's requirements, directions, and instructions
- Re-read all of your narratives and ensured consistency and clarity within each section and throughout the proposal
- Kept your writing style concise, readable, and persuasive
- Chosen a simple formatting style to ensure readability and intelligibility

INCLUDING A COVER LETTER

Depending on the submission guidelines provided by the donor, you may also need to write a cover letter that corresponds with your grant application.

If you are asked to include a cover letter, the following example can help you structure it clearly and concisely (Rinehard, Bouie-Scott, 2003).

19th October 2018
Kenneth P. LuePhang
Agreement Officer
USAID/Tanzania

P.O. Box 1559
Mikocheni
Dar es Salaam
Tanzania

Re: Community Care for People Living with HIV/AIDS and Orphans/ Vulnerable Children
(USAID TANZANIA-06-003-RFA)

Dear Mr. LuePhang

Deloitte Consulting Limited, along with partners, Family Health International, Catholic Relief Services, and Africare, is pleased to present our technical proposal in response to the above referenced RFA. In the last five years Deloitte has successfully managed more than five awards in Tanzania, in the area of HIV/AIDS, amounting to over US$ 25 million. These awards ranges from the management of the multi donor funded Rapid Funding Envelope for HIV/AIDS to the costing of the national HIV/AIDS strategic plans in Zanzibar and main land Tanzania.

Our TUNAJALIteam aims to scale-up the national HIV/AIDS response by increasing the numberof persons living with HIV/AIDS and orphans/vulnerable children receiving care and support services. Our strategic approach takes into account empowering existing local capacity and working towards sustainable progress. We demonstrate this commitment to sustainability through the partnerships we have established with local technical assistance partners, who will provide important technical contributions to the program, and through our commitment to provide 55% of the total RFA funds to local partners.

We stand ready to respond to any queries you may have regarding this RFA.

We remain,
Yours sincerely,

Joe Eshun,
Director

SOURCE: (K4Health, 2018)

1 DATE

Include the date at the start of your cover letter.

2 FUNDER ADDRESS

Include the address of the funder here.

3 ORGANIZATION ADDRESS

Include your organization address here.

4 GREETING

If you know the specific person(s) to whom you are submitting the proposal, address the letter to them.

If not, address it "To whom it may concern," the funding organization, or "Funding/Grantmaking Committee."

5 INTRODUCTORY PARAGRAPH

The first paragraph of the cover letter tells the funding agency who you are and what you do.

6 SUBSEQUENT PARAGRAPHS

The next paragraph states the problem to be addressed by your project. From there, the solution or method to address the project is described along with the total project cost and the requested amount.

Your cover letter should close by demonstrating your excitement for the project and attempt to convince the funding source to provide financial support for the project. Offer to answer further questions and provide contact information.

7 CLOSE

The letter should be signed by you, the president/executive director of your organization, or the board chairperson of your organization, depending on the proper protocol.

Keep your cover letter to one page and ensure it is clear and engaging.

SOURCE: (K4Health, 2018)

Be sure to have another individual review your proposal in its entirety. Having another set of eyes and a fresh perspective look over all the work you have done will be highly beneficial.

Conclusion

> ## "Investing in youth can have transformative and catalytic effects."
>
> **—Women Deliver Youth Engagement Team**

As you move forward in your campaign, remember that developing proposals and finding funding for an advocacy campaign is a marathon, not a sprint.

Project design, grant seeking, and proposal writing can be a challenging process. Even if you do not get the first grant that you apply for, continue to look for new donors, network, and submit other proposals to a variety of donors.

Though you will need to adjust each proposal to the individual donor, there is often language you can reuse for multiple funders. The topics and techniques you have learned about in this module are important components of your work as a Young Leader to ensure the respect, protection, and fulfillment of gender equality and girls' and women's sexual and reproductive health and rights.

ONGOING SUPPORT FOR YOUNG LEADERS

You are now a part of a vibrant, global community of one thousand Women Deliver Young Leaders and Alumni. Although Digital University is concluding, there is still much to come! From here, you will be able to access wisdom and experience from Young Leader Alumni. You are already included in a Young Leader Multi-Country group based on your region. (This is done through the Mighty Networks online community platform, and is a private forum that allows you to directly connect with Young Leaders and Alumni.)

You have come so far since your acceptance into the Young Leaders Program. And now you have successfully completed the learning within all five Digital University modules. Though the work continues, know that you have the resources and the Women Deliver community (especially your fellow Young Leaders) to aid in bringing your campaign goal to life, collectively bettering SRHR and gender equality efforts around the globe.

The road to success starts now!

YOUNG LEADERS IN ACTION

Desmond Nji Atanga (Cameroon) is a Young Leader Alumni from the Class of 2016 and two-time Women Deliver Young Leaders Program grant recipient. The first advocacy campaign supported by a grant raised awareness and advocated for a comprehensive sexuality education (CSE) in the Cameroon National Guidance/Counselling syllabus between July and December of 2016. The second campaign funded (after another successful application for funding through the Women Deliver Young Leaders Program grants initiative) aimed to drive CSE to secondary schools in Cameroon through training additional school counsellors on the topic between July and December of 2017. His campaign resulted in a total of 68 trained school counsellors, the development of a CSE manual, and the piloting of this manual with select secondary schools through a partnership with the Ministry of Secondary Education. After leading the technical work on developing a manual on sexuality education in secondary schools, he expressed the importance of contextualizing the curriculum content to reflect local realities.

To prepare for his grant proposal, Desmond completed a problem-framing exercise to identify a problem. On the topic of teenage pregnancy, Desmond sought to identify the root causes, the people involved, if it could be solved within a certain time frame, and if there was a need to tackle this issue. After conducting this preliminary research, he established a set of SMART (specific, measurable, attainable, realistic, and time-bound) aims, objectives, and outcomes to be achieved. He developed a logic model specifying the objectives along with activities to accomplish them. This enabled him to derive a timeframe for each activity. He also created a tentative budget that reflected all activities to

be carried out over the course of his campaign, including salaries and overheads (he maintained strict percentages for variable costs items, such as salary to allow reasonable amounts for the core activities). He documented the progress of his campaign using the Women Deliver grants workbook and monitoring and evaluation (M&E) tool.

"In order to avoid getting stuck along the process of applying or executing, please, take a lot of time to plan. My ideal way of doing it is: I spend hours on planning and minutes on executing. That is because with a well-laid down theory of change, work becomes less tense. Equally, the prospects of flexibly and quickly overhauling are better when there is good campaign planning."

- Desmond Nji Atanga (Cameroon)

If you would like to learn more about writing a grant proposal, check out the Family Planning 2020 webinar here:

Photo Credit: Rakibul Hasan. Rakibul Hasan (Women Deliver Young Leader Alumni, Class of 2016) received a Women Deliver Young Leaders Program grant and focused their campaign on driving youth support for eliminating child marriage in Bangladesh.

DIGITAL UNIVERSITY LIBRARY

Throughout Digital University, you will find resources we have found to be highly valuable to understanding campaign design and writing grant proposals, such as articles, briefs, infographics, and partner sites. Be sure to review these resources and use them to further enhance your knowledge on your journey.

Click the button to be taken to the library.

Almost done! To complete the module and move forward, please complete the post assessment questions.