

- What your organization is already doing in this direction.
- What new needs you have identified.
- What you want to do about them.
- How you plan to reach the goals.
- What resources will be needed?
- How progress will be measured, and sustained in the long-term.
- Why you think this project is important.

In some cases you may have to add extra information. For instance, if you are seeking funding from an outside body, you will also have to attach a detailed budget to justify the financial resources you are requesting.

- **Review and critique of draft project proposal**

Someone not connected with the project should review and critique the proposal before it is submitted or implemented. This reviewer should consider the following questions:

Does this project correspond to the basic principles of the Donor agency, government regulations, and the plans of the National Society, including plans to cooperate with other organizations?

- Does this project correspond to local economic, social and political realities?
- Is this project directed to the most vulnerable?
- Has the impact of the plan on the environment been considered?
- Do people really want and need the project?
- Is the project realistic?
- If the project is successful, how will it be sustained on a continuous basis?

- **Project description**

There is no single recipe for a project proposal outline. Every donor or customer has the right to ask that their specific project description requirements be used. Before writing a project proposal, you should verify the information that the potential donor requires and address it in your proposal. In general, however, most project proposals will require that you include the following information:

Project Proposal Outline

- **Identification and Description of the Problem**
- **Basic data on country, region, sector, community**

- **Definition of problem**
 - Clear information on how serious it is
 - Causes of the problem
- Existing local efforts to solve the problem
- Knowledge and experience about efforts elsewhere
- Summary of why a new project is necessary
- **The Proposed Project**
 - Brief description of the project
 - Statement of project goals and specific objectives in terms of expected results
 - Why the proposed solution is appropriate
 - Identification and rejection of other alternatives
 - Expected project benefits (direct and indirect)
- **Plan of Action**
 - Description of activities
 - Timetable, including reports and evaluation
- **Management and Staffing**
 - Organizational structure for project management
 - Functions, responsibilities of different senior jobs
 - Personnel and recruitment requirements
- **Budget**
 - Budget summary of expenditures
 - Description and costing of inputs required
 - Long-term financial projections
- **Expected Funding Sources**
 - Proposed sources and amounts of initial funding
 - Other possible sources of assistance
 - Long-term financing plan for running costs

One useful way to summarize a proposed project is through the use of an Activity chart, which provides a quick visual overview of the different project activities and corresponds to the sections and key aspects of the descriptive proposal. While activity charts should contain some general categories of information, they can be adapted to meet your specific needs and situation.

e. Monitoring, Evaluation and Reporting

• Monitoring

Your project plan should also establish milestones that can be monitored for completion or deviation. Even with a good plan and a good budget, you cannot expect the actual work to go ahead without problems from time to time. As the project is implemented, it is important to monitor and control progress based on the objectives that were established in the project plan. In addition to ensuring adherence to project objectives, it also may be necessary to make adjustments to address unforeseen challenges, obstacles and opportunities as they arise. This monitoring should be done in parallel with the donor's reporting requirements.

During all periods of project implementation, actual costs should be constantly compared with the planned budget. Such financial monitoring is the easiest means to check deviation from the plan.

• Evaluation

Evaluations should determine the effectiveness and impact of the project. They should also study the process used to complete the project. Evaluation determines the value of a programme. Project evaluation answers the following questions:

- "What has the project achieved?"
- "Have the original goals been achieved?"
- "What unexpected results do we have – positive as well as negative?"
- "Should this project be spread on other regions?"

Usually evaluation is done as an ultimate stage of the whole programme activity to determine the final result and compare actual and planned achievements.

Because monitoring and evaluation are basic functions essential to the effective management of projects and programmes and to the achievement of programme objectives, these inter-related functions should be planned for in the project document. The document should specify when and how project monitoring and evaluation will occur including what indicators will be used to monitor progress and determine success.

• Reporting

• The need for reporting

Most, if not all, projects require some level of reporting. The project plan should identify who needs to receive information and updates about the project, what types of information they need to receive, and how this information will be reported.

Field personnel are often responsible for collecting data and reporting this information to the organizational directors and leadership – who then base their actions and decisions partially on this information. It is critical in these cases that the information provided helps

these decision-makers clarify particular problems and make informed choices.

Reports and information can add value to a decision maker's actions and choices by:

- Selecting and presenting only information relevant to the decision maker's context
- Logically organizing the information (i.e., formatting, grouping, and classifying)
- Providing an initial analysis and recommendations (i.e., evaluation, validation, comparison, synthesis and interpretation)
- Formatting the document for easy reading, with attention drawn to major points

Timely, regular and accurate reporting is the most important tool to ensure good management support and sufficient funding for an emergency operation or longer-term programmes. Reports are management tools that provide key information to facilitate effective decision making, fundraising efforts and donor relations.

Conscientious reporting also is important for ensuring accountability and transparency in the use of funds and in programme implementation. The collection and reporting of information should always have a clear purpose and a specific audience in mind.

Many staff, in setting priorities, often accord low status to the reporting function. The Developmental Organizations should, establish and communicate to all staff their expectations concerning reporting requirements. Staff should understand that reporting is a critical part of their jobs, not a burden but rather an essential tool in decision-making.

- Reporting contents

Purpose of project activity reports

These reports are compiled monthly or quarterly, (and annually) and are submitted to one's supervisors, to the organization's headquarters, and if required, to donor agencies.

These reports:

- Help facilitate national level appeals and fundraising efforts
- Keep the leadership and donors abreast and informed about progress, accomplishments, and challenges
- Are useful for future programme planning and strategy
- Serve as institutional memory and recorded history
- Highlight potential opportunities, problems and constraints
- Ensure accountability and transparency in the use of funds and in programme implementation

Content of programme and activity reports

Project reports usually include, as a minimum, the following information:

- Description and status report of activities completed or initiated (dates, participants, beneficiaries and results)
- Description of special challenges, constraints or problems encountered in implementing activities. Priorities, work plan and goals for the next month, quarter and/or year
- Important new developments or concerns.