

# **PROPOSAL DEVELOPMENT GUIDELINES**



**United Nations Regional Task Force on  
Mobility and HIV Vulnerability Reduction**



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## Acronyms

ADB	Asian Development Bank
APN+	Asia Pacific Network of People Living with HIV/AIDS
BCC	Behaviour Change Communications
CBO	Community Based Organizations
CIDA	Canadian International Development Agency
CSEARHAP	Canada South East Asia Regional HIV/AIDS Programme
GIPA	Greater Involvement of People Living with HIV and AIDS
IEC	Information Education Communications
PDOS	Pre-Departure Orientation Seminars
LNP+	Lao Network of Positive People
MIMP	Meaningful Involvement of Migrant Populations
MMPs	Migrant and Mobile Populations
MLSW	Ministry of Labour and Social Welfare, Lao PDR
NAPWA	National Association of People Living with HIV/AIDS (Australia)
NGO	Non-Governmental Organization
PLWH	People Living with HIV
PLWA	People Living with AIDS
STIs	Sexually Transmitted Infections
UNRTF	United Nations Regional Task Force on Mobility and HIV/AIDS Vulnerability Reduction in the South East Asia Countries and the Southern Provinces of China

## Introduction

The search for project funding is a central aspect of a project's life cycle. However, the activity of grant seeking should not only be restricted to the initial period of a project, but should be kept in mind throughout the entire project cycle. An important time for resource mobilization is during the later stages of a project when the project team is working towards handing over of the project's activities to local stakeholders. The

*A successful sustainability plan must involve proposal development in order to generate funds to continue the project's activities when funding from one or all the main donors comes to an end.*

following *Proposal Development Guidelines* aim to provide helpful advice and information that will improve one's chances of securing project funding in general, as well as more specifically through examples for projects and activities on reducing HIV vulnerability among migrant and mobile populations (MMPs). Although this

document focuses primarily on HIV/AIDS issues in South East Asia, much of the information provided can be used towards developing proposals for other issues and in other regions of the world.

The *Proposal Development Guidelines* examines several of the most important elements needed to develop a successful funding proposal, including **researching potential funders, networking, budgeting and finance**, as well as the most critical element – **writing the proposal itself**. These guidelines intend to support teams in a variety of settings to identify gaps and needs for additional funding and prepare a comprehensive but concise document that can be used in approaching interested donors.

Although written proposals are a core aspect of the fundraising process, they should not be the sole focus of the project's resource mobilization strategy. Two of the key steps central to building a successful fundraising strategy are extensive research on potential donors and networking, and developing personal relationships with key personnel.

The terms grant-makers, funders, and donors are used interchangeably throughout this document. The website addresses for most organizations listed in the following pages are found in the *Some Useful Websites* section at the end of this document in **Appendix 4**.

*Networking and research both contribute to develop knowledge about your fundraising strategy and build strong relationships with the donor community.*

## Background Research for Potential Funders

One of the first steps to take before you begin funders research is to develop an accurate profile of your own organization. In other words, it is important to know exactly what your organization's goal and long term strategy is and what your areas of expertise are in relation to the broad field of HIV prevention. The inclusion of information on your area of focus, main partners and target populations in your organization profile will help narrow the focus of your research. Estimates differ on the failure rates of funding proposals, but online fundraising support sources state that more than half of the submitted proposals are declined immediately. Many of the failures result from applicants asking for funds from a donor that does not operate in a specific field of interest or because the project falls outside the donors demonstrated area of expertise.

Most probably, there are many potential donors within your area of interest and expertise. These potential donors are can be located across a vast geographical space, often with a focus on specific regional or national level projects. The internet is an immensely useful tool to overcome these challenges. **A great deal of information can**

be collected from internet searches, including through examination of contact information, annual reports, newsletters, press releases, grants lists, and application guidelines. If these documents are not available directly online from an organization's website then a simple request by email or telephone call will often result in securing the information you need. This initial information on each donor will help you narrow down your search, so you can best tailor your funding proposal to the right donors. Some key points to look for when reviewing donor documents in seeking a match are the types of organizations/projects the donor has funded in the past, for example:

*Proposals should be targeted towards donors that have the same areas of interest, focus and expertise as your organization; otherwise it will most likely end in failure.*

- **range and common size of grants given** – some donor agencies prefer to give smaller grants and determine a cap, for example US\$ 30,000 per year, or in total. Others only fund sizeable projects over a minimum, for example US\$ 100,000 per year;
- **donor's stated philosophy and funding policy/strategy** – foundations such as the Elizabeth Glaser Foundation based in the United States focus on pediatric HIV/AIDS initiatives. It is important that your goal and that of the donor are similar so that they see the benefit of funding your project because you are both working towards a common long term strategy;
- **region or countries at which they tend to direct funding** – foundations sometimes choose a continent (Asia, Africa, Latin America) or a sub-region (South East Asia, South Asia, Sub-Saharan Africa) as their focus to improve impact;
- **type of activities the donor prefers to fund** – certain foundations prefer to support research on cultural and ethnic issues, while others favor funding community-based activities over working with governmental structures.

The Prospective Funder Checklist poses questions to help identify prospective donors:

### **Prospective Funder Checklist**

- Do you have full and correct contact details of the funder?
- Does the funder accept full project proposals or do they prefer proposals in the form of a letter and a concept paper? Is an initial, brief letter of inquiry required before submitting a full proposal?
- Does the funder support the specific subject area for which you are seeking resources? For example, if you are seeking funds for a programme involving university education, you should immediately cross off your prospect list those funders interested only in early childhood education.
- Does the funder indicate an interest in your country or geographic region?
- Is the funder a grant-making or an operational foundation? Operational foundations prefer to carry out their own programmes and usually do not accept funding applications. They can, however, offer valuable expertise in their stated programme interests.
- Does the funder make grants for the type of support you are requesting? For example, if you seek funding for a conference, you should not approach a funder that explicitly states it does not support conferences and seminars. Most funders have restrictions or limitations on their grant-making programme.
- Does the funder only support major, consortia projects that may involve a number of organisations, including governmental partners? For example, you should not request support to equip a single school laboratory from a funder that is only interested in the development of the administration of a country's education system.
- Does the funder make grants for the amount of money you will be requesting? As a rule, you should not request US\$ 20,000 from a funder that never made a grant above US\$ 5,000, or alternatively, you should not request US\$ 5,000 from a funder that states they do not make grants smaller than US\$ 20,000
- Does the funder require matching funding? Many funders encourage matching funding although they do not always state it explicitly. Check your funder's position before submitting the application as he may not wish to support the full cost of a project and might ask for evidence of other complementary funding.

(Source: Funders Online 2007)

In an effort to further simplify the research process we can organize the various potential funding sources into several compact categories. The following categories are expanded on, including with examples of potential donors, at the end of the guidelines in **Appendix 5**:

- Local Host Country Sources
- Official Development Assistance (ODA) Agencies
- Global Fund to Fight AIDS, TB and Malaria (GFATM)
- International Foundations and Philanthropic Trusts, with examples from:
  - The Rockefeller Foundation
  - Levi Strauss & Co.'s Levi Strauss Foundation
- Multilateral Development Banks
- United Nations Agencies
- International Non-Governmental Organizations and Non-Profit Development Agencies
- International Religious Organizations

## **Networking**

Donors do not want to take risks and prefer to provide funding to people, organizations and initiatives which are known or familiar to them. It is therefore very important to get the name and profile of your organization known by the donor community. Networking and establishing personal connections that go beyond work meetings is an important means of successfully engaging the donor community and increasing the chances of success of funding proposals.

'Getting your foot in the door' or starting a collegial relationship with a representative from a donor agency can be accomplished via a number of different routes, be it through phone calls, emails, personal approaches, introductions through a third party, courtesy visits, or attending workshops, conferences and meetings. Getting to know people involved in working with the same target community such as researchers or consultants is important as they can serve as a bridge between the donor and the implementing communities.

Many of us build relationships based on first impressions. The *30-Second Coffee Break Conversation* box (pg. 5) includes information on how to make the best of a first encounter with someone who might be important to the fundraising strategy of your project directly as a donor or indirectly as a supporting partner.

Maintaining the relationship between your organization or project and the donor community is as important as the first meeting. This can be accomplished by regular updates concerning your project, attending common events, providing new staff with welcoming notes and letters describing the relationship your two organizations have had in the past. The job of donor representatives is also to build relationships with organizations in their regions so you can expect them to be open to sharing information. Try to have productive discussions with donor representatives so that both people speak, listen, and gain equally. Throughout these exchanges it is important to maintain a professional attitude in your communications with donors, whether in person or electronically.

## **The 30-second Coffee Break Conversation**

*In your case, you can imagine running into an important member of the donor community during the coffee break of a training or workshop organized by a partner organization. Time is of the essence... What would you say?*

*The 30-second coffee break conversation is similar to a sales pitch; it is that first critical conversation with a representative of a donor community that will receive and review your funding proposal. Most of you grant seekers have numerous contacts involved in the HIV/AIDS prevention, care and treatment and public health sectors. So will the donor representatives. You often only get one chance to make a good impression and to be remembered. Whether it is at the coffee break of a workshop, or before or after a meeting you are both attending, or at the dinner party of a common acquaintance, to catch the attention of a donor, you have to be honest, creative and share with them ideas with substance.*

*It is important to not come across as being insincere in expressing your interest in their support; we can all tell when someone is not being candid and genuine. The goal is to get the potential donor to respond with "Tell me more!" and after hearing more about your ideas follow with "Yes, I'll give" (preferably before they have even seen the proposal). It is important to prepare yourself and the organizations representatives to verbally make a pitch for proposals in addition to preparing well-written funding proposals.*

*The 30-second conversation is not a speech and it is not something that one makes up on the spot. It is not simply reciting statistics or telling a lot of stories in 30 seconds. Although only a short time, this conversation is about your body language, your response to the verbal and nonverbal signals from the donor representative and sharing information about something that you are both passionate about.*

(Adapted from [www.philanthropynow.com/pn/30\\_second\\_conversation.htm](http://www.philanthropynow.com/pn/30_second_conversation.htm))

## **Tips for Writing a Proposal**

Following sufficient research, networking, and all-around preparedness there comes a time when a written proposal must be developed and submitted to a potential donor, a critical element of the grant-seeking process. The following points provide some useful and practical advice on putting together the written proposal and getting ready for your entire resource mobilization process. The end result of the proposal development process should answer all of these questions: what, where, when, by whom and for whom, and for how much?

### **Conduct a Rapid Assessment**

One key step to take before submitting a proposal is to conduct a rapid needs and gaps assessment. The assessment should provide objective insight into the gaps/needs that exist as well as serving as supporting documentation for a subsequent formal written proposal. A proposal must demonstrate that the proposed project addresses a need or gap in an existing project(s). No matter which phase of the project lifecycle the project team is currently engaged in, a rapid needs assessment should be conducted prior to taking steps towards proposal development. For larger projects and more complex proposals this activity is sometimes contracted out to an external party; however with small-scale grant seeking this is unnecessary as it is more sensible to conduct an informal analysis of your needs and gaps internally. **Appendix 3** includes a set of proposed questions that you can choose from when conducting a rapid self-assessment



of your project. The main goal of these questions is to help you identify needs for funding and proposal development at the current stage of your project.

*Initially some donors require a 2-page concept paper to be submitted. The process of planning, developing and writing the proposal and the concept paper follow the same principles. **Think of the concept paper as a concentrated version of the proposal.** It might be a good idea to start with a concept paper and then work on expanding it into a full-length proposal.*

#### **a. Be Prepared**

- Give yourself plenty of time to plan, write and edit the proposal because this will make the proposal more likely to succeed. Conducting adequate research of the issues and having in-depth knowledge about the donor will also help immensely.
- Make sure that you are aware of any application guidelines, deadlines, or permissions needed for submitting preliminary proposals or concept papers. If there is a likelihood of missing any deadlines make certain to notify the relevant donor staff in advance.
- Identify important partners with expertise in the area of interest or strategic connections with the donor whose support will be required in developing and reviewing the proposal.

#### **b. Style**

- Writing with the correct terms demonstrates a depth of knowledge in the field of interest. An excellent tool regarding the use of language is the recent *UNAIDS' Terminology Guidelines* (2007) – accessible from the UNAIDS Publications page at <http://www.unaids.org/en/Publications/>. Similarly, jargon and overly technical terms that are not used by the donor should be avoided. If the donor has developed or supported the use of specific terms and terminology, then their standards and recommendations should be followed.
- Your writing style should be clear, concise, and comprehensive. This style shows that you know the information you are sharing with the funder, that you can summarize it for them without leaving out important facts and circumstances. Given the limited time available to funding proposal evaluators, these three writing principles are very important.
- When using acronyms write the full name for its initial use and the short form thereafter. Include a List of Acronyms following the Table of Contents page.
- Use spell and grammar checks to identify mistakes in your writing. Using your colleagues and peers as proof readers is an excellent way to improve your proposal.
- Use a dark, clear typeface and an uncluttered page layout to make the document reader-friendly. Avoid fonts that are specific to your software or computers so that nothing is lost in the process of sharing, reviewing and submitting your proposal
- Do not forget to convey your enthusiasm for your project proposal in your writing. Highlight important elements of the proposal, innovative ideas, promising activities and outcomes/results.

- **‘Buzz’ Issues** – Be aware of such industry ‘buzz’ issues in HIV prevention, such as *gender and HIV mainstreaming, poverty reduction, greater involvement of people living with HIV/AIDS (GIPA)* and *meaningful involvement of migrant and mobile populations (MIMP)*. Many donors have a built-in requirement for their funded projects to address these types of issues to some degree. Therefore, it must be demonstrated that your strategy takes into account these issues and contributes towards achieving them in a sustainable manner. Examples of ways to accomplish this are to have gender equity written into a project employment policy or plans set up to deal with possible environmental degradation resulting from your project (for example used syringe disposal units where the project will provide harm reduction services).

### c. Drafting a Concept Paper

A concept paper is a summary of the entire proposal. Although it is shorter, it requires the same preparation steps as the full-length proposal writing. Crucial information should be included in a concise format and the document should not be longer than 2 pages. Suggested components of a concept paper include:

- **Problem Statement** – 2-4 paragraphs on the situation addressed by the proposal, starting with introducing the general issue and then the specifics of existing programmes and initiatives. This section can finish with a short paragraph on the gap or need that your project will fill.
- **Project Strategic Framework** – generally, each project has a Goal and one or more Outcomes. Objectives and Activities are the practical steps that will contribute towards accomplishing the set goal. Building this structure is an important part of the planning process and will make the budgeting process easier because each activity is linked with a budget line.
- **Implementation** – in this short section, the focus is on introducing the main partners and on the timeline of implementing the proposal project strategic framework.
- **Monitoring and Evaluation Plan** – includes determining the indicators for each Outcome and how they will be monitored, the frequency and type of reports, and who will conduct them. A mid-term evaluation is strongly encouraged as is an end-of-project evaluation. These items should be included in the M&E budget.
- **Budget Summary** – focuses on the total amount, and how it is designed to avoid duplication with existing funding. A concise spreadsheet that shows the budget breakdown along main categories similar to the one submitted for a full-length proposal would be strongly recommended.

### d. Format of the proposal

- Be aware of the difference in writing style and format required for writing proposals for small grants as compared with large grants. Small grant proposals should be much shorter in length and are less formally structured than for those seeking large grants. Conversely, large grant proposals may be required to follow strict formatting rules defined by the donor, an example of such is the Global Fund (GFATM) proposals. Check that you have full knowledge of the required proposal format / guidelines as this will influence a successful application.
- Headings and properly placed paragraph breaks help to show the logical progression of the document. Charts and diagrams can also be effective

methods of sharing information and supporting your main points. A Table of Contents should follow the title page of your proposal to better facilitate the donor's reviewing process.

#### **e. Structure of the Proposal**

Some donors issue formal guidelines that must be followed when submitting a written proposal, while other donors use a more open process inviting grant seekers to write as they see fit.

Nevertheless, most proposals will have a similar structure, consisting of the following sections:

- **Cover Letter** – a letter written from a representative of your organization to the donor representative setting the context for the submitted proposal and introducing the main focus of the proposal. A sample Cover Letter that would accompany the proposal for the sample Pre-Departure Orientation Seminar (PDOS) for documented migrant workers sponsored by governments is included in **Appendix 5**.
- **Title Page** – includes the title, any logos of the submitting organization(s). The contact information of representatives of submitting and receiving organizations should be included either in the title page or at the end of the document.
- **Table of Contents** – includes the topics of the main sections and the pages where they can be found. The Table of Contents (TOC) lines should match the headings in the document.
- **Executive Summary** – is a one page summary of the document, providing an overview of the proposal and should create sufficient interest to encourage reading of the rest of the document. It does not have sections and does not go into detail.
- **Background (or Introduction)** – Lay out a convincing argument of the circumstances and main issues that your organization/project seeks to address and why without focusing on the specific actions that will be taken. Support your argument and the statements in your proposal with accurate background information and statistics. Important information must be included in this section such as behavioural and surveillance research results, results of a Rapid Needs Assessment, geographical, socio-economic, cultural and political information that would explain your planned goals, objectives and activities to the donor agencies. Existing projects, primary donors and current or future partners must be included in this section also.
- **Goals and Objectives** – Once the needs are identified your organization must set what goals and objectives are expected to be met during the project lifecycle. While the achievable goal statement is part of longer term view of the developmental problem being address, objectives/outcomes must be concrete, measurable results that will be attained through planned activities.

Make sure while designing your objectives that they are SMART:

**S**pecific  
**M**easurable  
**A**chievable  
**R**ealistic  
**T**ime related

An example of a SMART objective for a PDOS project would be:

*Provide practical HIV prevention information to 1,000 documented workers through Pre-Departure Orientation Seminars (PDOS) within the first 12 months of the project.*

**Guiding Principles** – Although not a requirement of official proposals or application forms, include a section on guiding principles if the donor you are applying to has specific recommendations on themes that its projects should include. Examples of guiding principles are gender mainstreaming, HIV mainstreaming, and poverty reduction. The Canadian International Development Agency (CIDA) refers to these principles as Cross-Cutting Themes; however the main ideas remain the same. These principles are not necessarily targeted by specific activities, but guide your work as overarching themes.

- **Planned Activities** – What methods will be used to accomplish your project’s goals and objectives. It is important to show the direct connection between planned activities and the outcomes of the objectives that will contribute towards the main goal of the project. Outline who will be responsible for accomplishing these tasks within a human resources section, clarifying who will be responsible for each activity and task. Providing qualifications of your organization and staff will lend credibility to the likelihood of a successful project. Include a timeline (preferably by quarter) of the planned activities that includes a build up of each activity on the previous results.

**Planned activities must correspond to indicators that will be used in the monitoring and evaluation of the project.** This information can be presented in tabular form in a concise logical framework table (see sample Concept Paper in **Appendix 1** for an example of a Logical Framework).

You must include an **Implementation Schedule** or **Timetable of Activities** following the Planned Activities section. It is important to have a visual tool that shows the timeline of each activity and how they tie with each other.

- **Monitoring & Evaluation** – This is a critical section, often separating poor proposals from good quality ones. M&E plans should be developed during the proposal planning and development stages and modified as needed during implementation. In this portion of the proposal explain how you expect to measure progress, success, and/or failure. This section includes how reporting is expected to be done – ex. semi-annual and annual reports and work plans and what other instruments in addition to reporting will be used in monitoring (for example baseline research or behavioural and epidemiological research such as mapping of the target group, studies of their knowledge and practices, and other examples). Try to be specific as possible with regards to your planned methods of monitoring and evaluation and at the same time being realistic about what is doable within the given timeframe.
- **Budgeting and Finance** – This section should include a more general Budget Summary laying out the total costs over the duration of the project, followed by a Detailed Budget. Depending on the type of project, the Detailed Budget should cover items such as overhead costs, personnel costs, capital equipment, communications costs, travel/transportation costs. Individual donors may have their own specific requirements that need to be included in the Detailed Budget. Demonstrating financial transparency, that project money will be spent prudently, and that money will only be spent on items previously stated in the budget are key. Remember to state which currency the figures are in, be it the local, national currency of the donor, or both currencies.

**Appendix 6** includes a list of possible categories to consider in your budget with a short explanation for each. Additionally, it is important to consider the short and long term results you hope to achieve in the programme.

- **Sustainability Plan** – Every project needs to have a sustainability plan that describes how the successes of the project are expected to continue on after the

cessation of funding from the donor. Provide information on what is expected to happen when the project funding is over. An example of activities that will provide sustainable benefits into the future are trainings that enable people to continue to provide services with their newly acquired skills and knowledge. Describe what medium and longer term benefits are expected to occur as a result of the project's actions. Is there a plan set up to secure additional funding following the end of funding from this donor? If so, explain how this will be accomplished.

**If the project funded is small and there is no specific sustainability plan, include it in your Guiding Principles section as a main theme of all your activities.**

#### **Peer Review and Proof-Read**

- GOOD writing is RE-writing, so do not stop working when you have finalized the first draft. Although time-consuming, working on the first draft is the only way to obtain a final proposal that is comprehensive, clear and concise.
- This point cannot be stressed enough. Have your peers proof read your proposal – extra sets of eyes always help.

## SOME COMMON REASONS WHY PROPOSALS ARE REJECTED

### **What am I funding?**

- Failure to explain what the donor is actually purchasing (funding) – for example in regard to a project focusing on issues confronting vulnerable migrant women and to what extent the programme will improve their health. If it is difficult to specify the health output/aim (for example infections prevented), then tell them how another, intermediate objective (for example condoms distributed), results in the health output/aim being achieved. The donor will want to know how vulnerability issues were reduced.

### **Does your project duplicate existing projects?**

- Failure to explain how the project will fit in with other existing projects and programmes (context). All donors are concerned about the risk that proposals will duplicate existing work. You should explain how your proposal fits within your national AIDS strategy and complements the work of other projects and programmes.

### **Who are the beneficiaries of your project?**

- Failure to clearly identify and explain who will be the beneficiaries of the project. This includes not only the principle target group (for example HIV+ people), but also the wider beneficiaries (for example women, children, minority groups, disabled people).

### **Will your project be fulfilling a need?**

- Failure to explain how the projects objectives meet clearly identified needs – ‘who said it was a need?’ – you will need to provide evidence through reference to statistics, reports, rapid needs assessment and other tools.

### **Does your project’s goals and aims link with your objectives?**

- Failure to effectively link lower level objectives with overall goals/aims – for example how does supplying blankets to people with HIV improve their quality of life?

### **Does your project have a realistic timeframe?**

- Failure to convince the donor that there is a high likelihood that the project will succeed within the specified timeframe. Benefits will be delivered, goals, objectives and work plan are realistic, effective performance measurements will be undertaken.

### **Does your project work with the community?**

- Failure to take into account gender and environment issues and how the project will work with the community - in order to facilitate community participation.

### **Will the impact of your project be sustainable?**

- Failure to address issues of sustainability and impact – what effect will the project have in the short, medium and long-term and which of the projects outputs (achievements) will be sustainable after the project is completed.

### **Is your project value for money?**

- Failure to convince the donor that the project is ‘value for money’ – cost/benefit

## **Appendices**

### **1. An example of an HIV Prevention Concept Paper<sup>1</sup>**

#### **Background**

In the era of globalization, more people are moving internally and across international borders, mobility and migration are a normal part of the life of more than 175 million people worldwide. Although migration and mobility do not cause HIV/AIDS, living a highly mobile lifestyle contributes to an accelerated spread of HIV. Encountering stress and loneliness and without family support, migrant workers – especially single males, undocumented workers and females in the sex industry – engage in risky sexual behaviours which leaves them vulnerable to HIV infection.

The Lao PDR National AIDS Strategy 2006-2010 recognizes migrant and mobile populations as one of the groups most at risk to HIV infection. Lao Peoples Democratic Republic has historically had high rates of seasonal and medium-term migration by men and women, seeking work in neighbouring countries. In 2006, there were 180,000 registered Lao workers in Thailand. Migrants originate from all over the country, from both rural and urban areas, although they generally have low levels of education, and lack knowledge on STIs and HIV. Equal proportions of males and females leave their homes for bigger cities and other countries.

Recently, several registered labour export companies have been established, creating opportunities for men and women who wish to work abroad being able to do so in a legal way. These labor exporters are governed by regulations issued by the Ministry of Labour and Social Welfare, and are required to provide information on how to prevent HIV prior to migrants' departure through a recently approved law. Despite the existence of some services in the main destination countries migrants need to be provided with a greater level of information about services available to them at their destination site, risks they may face while working abroad, or risks for spouses who remain at home.

#### **Goals and Objectives**

The multi-sectoral implementation team, led by the Ministry of Labour and Social Welfare (MLSW), seeks to design and pilot a pre-departure orientation seminar (PDOS) curriculum for documented workers and accompanied by information and education communications materials. The goal of the project is to improve access to information about healthcare and disease prevention for migrant workers and mobile populations before they leave their home communities in order to reduce their vulnerability to HIV/AIDS.

The objectives of the project are:

**Objective 1** – Establish multi-sectoral coordination mechanism to implement PDOS under the leadership of MLSW.

**Objective 2** – MLSW and implementation team have increased understanding and skills in providing PDOS to documented workers.

**Objective 3** – Documented migrants going abroad know information about STIs/HIV and know how to protect themselves.

#### **Guiding Principles/Cross-Cutting Themes**

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<sup>1</sup> This sample uses general terms such as Ministry of Labour, National AIDS Strategy, etc. that might be different in each country. The example of the Lao PDR was chosen as it is a major source country in South East Asia.

**Involvement of People Living with HIV and AIDS and Migrant Populations (GIPA and MIMP)** – Almost 50% of PLWH and PLWA in the Lao PDR are former migrants. Their involvement in research and development of educational and information materials will be crucial to the success of the project. Leadership of self-support groups such as Happy Families, and Lao Network of Positive People (LNP+) will be involved in the multi-sectoral team and capacity building efforts.

**Gender Mainstreaming** – Although migrants from the Lao PDR are as likely to be male as they are to be female, both research and empirical evidence show that the factors that make women and men vulnerable are different. Therefore, the materials that will be developed through this project utilize existing research to appropriately provide information that takes into account differences in the migration experiences of men and women.

**HIV Mainstreaming** – HIV mainstreaming is an important element in making HIV prevention sustainable and effective. By institutionalizing HIV prevention into existing policies and practices, duplication of efforts is minimized and successful interventions are coupled with broader projects that tackle the root causes of HIV infection. In this specific project, HIV prevention is mainstreamed into pre-departure information, ensuring that the HIV-specific information is provided efficiently within the greater framework of preparing migrants to lead safer, healthier, and better-informed lives in destination communities.

**Poverty Reduction** – As one of the root causes of migration, PDOS materials will indirectly tackle poverty. Poverty reduction requires comprehensive and long-term efforts. By empowering documented migrants to make informed decisions about their health and reducing their vulnerability to HIV, the project aims to stop the vicious cycle of poverty: poverty results in lack of knowledge which in turn leads to risky behaviour, illnesses, which then leads to further poverty.

**Sustainability** – The main pillar of sustainability in this project is capacity building, both through trainings and through on-going technical assistance. As one of the main objectives of the project, the leadership of MLSW will receive training on how to develop the necessary materials. Ongoing mentoring and technical assistance will allow the team members to gain hands-on experience.

#### *Planned Activities/Implementation Schedule*

The project will focus on strengthening the implementation team led by the MLSW and will respond to the specific needs of documented migrants. The design of the curriculum and the information and education communications materials will involve migrants, their spouses, PLWH and PLWA. Materials will be developed for low literacy audiences and will be sensitive to the different needs of men and women. In addition to providing specific information to migrants on how to protect themselves from HIV infection, the materials will provide information on services available to migrants at their destinations, including general and reproductive health services.

An implementation schedule follows the logical framework integrated with the budget.



Logical Framework

Region/Country	Southeast Asia - Lao PDR		Project No	XXXXX
Project Title	Pre-departure Program for Documented Migrant Workers		Project Budget	XXXXX
Executing Agency	MLSW with other partners (inc. LWU, LYU)		Project Manager	
Narrative Summary	Expected Results		Performance Indicators	Assumptions/ Risk Indicators
<u>Project Goal</u> Reduce vulnerability to HIV/AIDS of legal Lao migrants and their families	<u>Impact (2010)</u> Reduced rate of HIV transmission of migrants working abroad and their families		<u>Performance Indicators</u> Lao pre-departure program fits with international best practices	Ratio of legal to illegal migrants continues to increase
<u>Project Purpose</u> To ensure that legal migrants and their families have correct information in order to protect themselves from HIV/AIDS	<u>Outcomes</u> 1. Multi-sectoral coordination team established to implement PDOS and HIV prevention programmes for documented and undocumented migrants. 2. MLSW Leadership have increased understanding and give their support to HIV prevention for migrant workers abroad 3. Documented migrants going abroad and their families know information about HIV and how to protect themselves		<u>Performance Indicators</u> 1. Ongoing consultations, trainings and meetings among MLSW and main partners, including the private sector. 2. Increased time commitment by MLSW to HIV prevention for migrant workers and their families 3. Number of migrants who attend pre-departure program; Number of spouses/families reached by HIV prevention messages through IEC materials	1. Companies allocate sufficient resources to continue the program after project support; Ministries and orgs allocate sufficient time 2. Low turnover of MLSW leadership
<u>Resources</u> 1. Technical resources from CSEARHAP and related government departments 2. Financial resources from CSEARHAP 3. Coordination and implementation resources from MLSW, MoIC, and Mass Organizations.	<u>Outputs</u> 1.1 MLSW has a cooperation mechanism with MoIC & Mass Orgs for the education on HIV prevention for migrants' families 2.1 Project Team has sufficient capacity to efficiently implement the project 3.1 Development of PDOS curriculum and launch of PDOS project 3.2 Development of IEC materials for male and female migrants and spouses/families of documented migrants		<u>Performance Indicators</u> 1.1 Project progress reports and MLSW joint workplan and activity reports 2.1 Project monitoring reports and final evaluation, including training and workshop reports 3.1-2 PDOS curriculum and IEC materials prepared by project team based on research. 3.1 1,000 documented workers receive PDOS within the first year of the project	Companies cooperate with government, follow regulations Political will in relevant ministries and orgs Regulations are adequate and realistic Low turnover of project team

### Monitoring and Evaluation Plan

The Monitoring and Evaluation plan aims to provide ongoing feedback on the progress of the project, as well as the final assessment of the success of the project. Monthly activity reports will be compiled into semi-annual and annual reports. A final evaluation of the project will be conducted by an independent party upon the completion of the activities.

Furthermore, the development of the curriculum and IEC materials will include pre-testing to ensure that their content truly responds to the information needs of male and female migrants. The PDOS training sessions will include feedback forms that will allow participants to share their thoughts on the content and delivery of the materials, including those on HIV prevention.

### Budgeting and Finance

The following table includes a summary budget for this one-year project according to each proposed activity.

Outcome/Output/Activity	Q1			Q2			Q3			Q4			Financial Resources	
	1	2	3	4	5	6	7	8	9	10	11	12		
Outcome 1 – Multi-sectoral coordination team established to implement PDOS and HIV prevention programmes for documented and undocumented migrants.														
Output 1.1 – MLSW has a cooperation mechanism with other team members: the labour companies, MoIC & Mass Orgs for the education on HIV prevention for migrants' families														
1.1.1 – Bimonthly meetings of the project team at MLSW including the private export companies		X		X		X		X		X		X	US\$ 600	
1.1.2 – Quarterly meetings to strengthen cooperation with other governmental agencies			X			X				X			X	US\$ 800
Outcome 2 – MLSW leadership have increased understanding and give their support to HIV prevention for documented workers going abroad.														
Output 2.1 – Project team has sufficient capacity to efficiently implement the project														
2.1.1 Project management training	X													US\$ 800
2.1.2 Financial management training		X												US\$ 800
2.1.3. Monitoring and Evaluation Training			X											US\$ 800
Outcome 3 – Documented migrants going abroad and their families know information about HIV and how to protect themselves														
Output 3.1 – Development of PDOS Curriculum														
3.1.1 Survey regional and international best practice for integrating HIV prevention in PDOS curriculum		X												US\$ 500
3.1.2 Survey national HIV prevention programs with migrant and mobile populations			X											US\$ 500
3.1.3 Outline and design the curriculum respecting best practice				X										US\$ 1,000
3.1.4 Review, discuss and edit curriculum in cooperation with main partners					X									US\$ 200

3.1.5 Conduct Training of Trainers (TOT) for PDOS trainers in each labour export company							X							US\$ 750
3.1.5 Pre-test curriculum with selected documented migrants								X						US\$ 500
3.1.6 Finalize curriculum and receive official approval from partners and implementing bodies									X					US\$ 750
3.1.7 Conduct PDOS including HIV prevention for documented workers										X	X	X	X	US\$ 2,000
<b>Output 3.2 – Development of IEC materials for male and female migrants and spouses/families of documented migrants</b>														
3.2.1 Conduct focus group discussions with returned migrants, PLWHA, spouses and other family members						X								US\$ 500
3.2.2 Outline and design IEC materials to be developed							X							US\$ 1,000
3.2.3 Pre-test and modify IEC materials accordingly								X						US\$ 750
3.2.4 Finalize and print materials									X					US\$ 2,500
3.2.5 Distribute materials before and after PDOS										X	X	X	X	-
													<i>Subtotal</i>	<b>US\$14,750</b>
<b>Other Costs</b>														
Technical Assistance	X	X	X	X	X	X	X	X	X	X	X	X	X	US\$ 10,000
Human Resources	X	X	X	X	X	X	X	X	X	X	X	X	X	US\$ 5,000
Monitoring and Evaluation						X							X	US\$ 1,000
Overheads	X	X	X	X	X	X	X	X	X	X	X	X	X	US\$ 1,200
Other	X	X	X	X	X	X	X	X	X	X	X	X	X	US\$ 500
													<b>Total</b>	<b>US\$ 32,450</b>

## **2. Sample Cover Letter Accompanying Concept Paper**

Donor Organization  
Street Address  
Street Address 2  
City, Country

Proposal Development Organization  
Street Address 1  
Street Address 2  
City, Country

Date, XX MMMM 200Y

Dear Mr./Ms Jones,

It was a real pleasure to meet you at the Workshop on Facilitating Grassroots Advocacy in Manila last month. I appreciated the opportunity to introduce our main project activities to you and your colleagues. Our project has worked closely with the National Committee for the Control of AIDS Bureau (NCCAB) to support the Ministry of Labour and Social Welfare in developing a comprehensive safe mobility model for both internal and cross-border migrants.

Recently, Thai businesses indicated that they need up to 50,000 workers to work legally in Thailand over the coming years. Documented migration between the two countries is a new experience for both sides and our team is keen to support this process by reducing the vulnerabilities of these migrants to health issues in general, and HIV/AIDS in particular.

Your supportive response encouraged my team and I to prepare a concept paper on developing the Pre-Departure Orientation Seminar (PDOS) Curriculum and accompanying IEC materials. A multi-sectoral approach founded on key guiding principles will enable the MLSW and the NCCAB to equip future Lao workers to Thailand and other countries with the necessary knowledge to make informed decisions that benefit their health and well-being.

I look forward to hearing from you.

Best Regards,  
XX

### 3. Rapid Needs Assessment Questionnaire

There are various methods of conducting a successful needs assessment to support a funding proposal. The following questionnaire outlines a series of questions to help you think about various areas of need or gaps in your proposal area. Adapt the questionnaire to your situation, and ignore questions that are not relevant to your project. If you find that asking additional questions helps you identify funding needs, then add those questions to the questionnaire. You don't need to answer all the questions with long answers; many of them simply require Yes/No answers.

Although comprehensive programmes for migrant and mobile populations are needed, the current projects and interventions are based on CSEARHAP's goal which is *to reduce the vulnerability of MMPs by strengthening the capacities of stakeholders in each of the four countries so they may design and implement national HIV and AIDS prevention strategies with a view to establishing a comprehensive mobility model.*

#### **I. Areas of work**

- a. Which of the following areas of reducing HIV/AIDS vulnerability among migrant and mobile populations (MMPs) is your project working on? Choose all that apply:
- Advocacy
  - Policy and national planning
  - Capacity building
  - HIV Prevention services (for example condom distribution, Voluntary Counseling and Testing (VCT))
  - HIV Treatment and care services (for example Antiretroviral (ARV) distribution, home based care, self-support groups for PLWA, etc)
  - Other \_\_\_\_\_
- b. Of the activities selected above, which have you identified that you could not complete because of lack of funding? Choose all that apply and write down which specific activities?
- Advocacy \_\_\_\_\_
  - Policy and national planning \_\_\_\_\_
  - Capacity building \_\_\_\_\_
  - HIV Prevention services (for example condom distribution, VCT testing, and others)  
\_\_\_\_\_
  - HIV Treatment and care services (for example ARV distribution, home based care, self-support groups for PLWHA, and others)
  - Other \_\_\_\_\_
- c. If you are working only on one of the phases of the migration cycle (source, transit, destination, and return), have you established linkages or referral systems with partners working in other phases? Yes \_\_\_\_\_ No \_\_\_\_\_
- If yes, which organizations are your main partners?  
\_\_\_\_\_

If yes, has cooperation been successful and would you like to continue the cooperation? Yes \_\_\_\_ No \_\_\_\_

If not, would you like to initiate cooperation? Yes \_\_\_\_ No \_\_\_\_

If yes, who will be your main partner? \_\_\_\_\_

What will your role be in this partnership? \_\_\_\_\_

- d. If you have identified activities for which you need funding, can you answer the following questions regarding these activities:
- Who will conduct the necessary background research? Who will oversee the implementation of the activities? Who will be responsible for monitoring and reporting?
  - Where will you implement the activities?
  - How often (annually, semi-annually, monthly) will the activities be held?

## **II. Coverage of Activities**

- a. Do you want to scale up the reach of any of the activities you are already conducting?
- b. What are the main target group(s) of your project?
- c. Are you reaching all the different target groups?
- d. Which other target groups can you reach with your current activities?
- e. How many people are you reaching with these activities?
- f. Can you conduct the same activities but reach more people?
- g. What is the new target coverage for your activities?

## **III. Geographical Coverage of Activities**

- a. Do you want to increase the geographical coverage of any activities?
- b. In which villages, districts, or provinces where you implement activities would you want to expand?
- c. Do you know of other villages, districts, or provinces where MMPs face similar issues?
- d. Which of these areas will you expand to? Can you support your decision with data and information or will you need to conduct baseline research?
- e. How much will the scaling up cost? (estimate)

## **IV. Resources**

### **a. Human resources**

- Additional staff
- Capacity building

The results of capacity building assessments that you might have conducted at the beginning and throughout your project will be crucial in your requests for support for more trainings.

- i. What are the capacity and technical skills gaps that you have identified in your training programme?

- ii. If you plan to repeat a training programme already conducted in the past, can you explain the need to repeat it?
- iii. Will the training be conducted by your staff or will you need to hire experts from the country or the region?

Technical assistance

**b. Physical Resources**

Equipment

Facilities

Medical products and supplies

- i. Prevention services: condoms, test kits for VCT, etc.

- ii. Treatment and care services: ARVs, OI treatment drugs, food supplies for self-support groups, etc.

Communications

- i. Do you need additional communications materials (IEC; BCC; posters, videos) to be developed for scaling up your project?

- ii. Do you need copies of existing materials to be utilized in your proposed activities?

- iii. Are there materials that you need translated into ethnic or minority languages to better reach your target group?

- iv. How many copies of the materials do you need (make sure it is comparable to the size of the target group of your activities!)?

- v. Do you need a communications plan? Yes \_\_\_\_\_ No \_\_\_\_\_

Note: generally it is quite difficult to apply for funding that contributes ONLY to physical resources. Unless it is ARV treatment, such resources rarely contribute directly to activities, although they are very important to the success of your project. Therefore, when you need additional equipment (office equipment, vehicles, communications equipment, etc.), new facilities, or other physical resources, you must ask for them in association with the proposed activities. For example, scaling up activities into new provinces, would justify the purchase of a vehicle and renting some office space.

**Final Steps:**

- 1- Make a list of the top 3 funding proposal you would write, based on this Rapid Needs Assessment.
- 2- Estimate roughly how much each of these choices would cost.
- 3- Rank these proposals in terms of priorities for your project and explain why.

## 4. Some Useful Websites

### Proposal Development Resources:

Action Without Borders	<a href="http://www.idealists.org">www.idealists.org</a>
AFAO: Australian Federation of AIDS Organizations	<a href="http://www.afao.org.au">www.afao.org.au</a>
APCASO: Asia/Pacific Council of AIDS Service Organizations	<a href="http://www.apcaso.org">www.apcaso.org</a>
Australian Council for International Development (ACFID)	<a href="http://www.acfid.asn.au">www.acfid.asn.au</a>
Charity Village	<a href="http://www.charityvillage.com">www.charityvillage.com</a>
Council on Foundations	<a href="http://www.cof.org">www.cof.org</a>
Development Gateway	<a href="http://www.developmentgateway.com">www.developmentgateway.com</a>
Directory of Development Organizations	<a href="http://www.devidir.org">www.devidir.org</a>
Eldis	<a href="http://www.eldis.org">www.eldis.org</a>
European Forum on International Cooperation	<a href="http://www.oneworld.org/euforic">www.oneworld.org/euforic</a>
Fondsen In Nederland	<a href="http://www.verenigingvanfondsen.nl">www.verenigingvanfondsen.nl</a>
Foundation Center	<a href="http://www.foundationcenter.org">www.foundationcenter.org</a>
Funders Concerned About AIDS	<a href="http://www.fcaids.org">www.fcaids.org</a>
Funders Online	<a href="http://www.fundersonline.org">www.fundersonline.org</a>
FundsnetService	<a href="http://www.fundsnetService.com">www.fundsnetService.com</a>
German Charities Institute	<a href="http://www.dsk.de/engl/">www.dsk.de/engl/</a>
Global Development Network	<a href="http://www.gdnet.org">www.gdnet.org</a>
Grantmakers Without Borders	<a href="http://www.internationaldonors.org">www.internationaldonors.org</a>
Guidestar	<a href="http://www.guidestar.org">www.guidestar.org</a>
InnoNet	<a href="http://www.innonet.org">www.innonet.org</a>
International Chamber of Commerce	<a href="http://www.iccwbo.org">www.iccwbo.org</a>
International HIV/AIDS Alliance	<a href="http://www.aidsalliance.org">www.aidsalliance.org</a>
Internet Prospector	<a href="http://www.internet-prospector.org">www.internet-prospector.org</a>
Japan Foundation Centre	<a href="http://www.jfc.or.jp">www.jfc.or.jp</a>
United Nations Non-Governmental Liaison Service (NGLS)	<a href="http://www.un-ngls.org">www.un-ngls.org</a>
Organization for Economic Co-operation and Development	<a href="http://www.oecd.org">www.oecd.org</a>
Philanthropy and the Third Sector in Asia and the Pacific	<a href="http://www.asianphilanthropy.org">www.asianphilanthropy.org</a>
Philanthropy Australia	<a href="http://www.philanthropy.org.au">www.philanthropy.org.au</a>
Philanthropy Journal	<a href="http://www.pj.org">www.pj.org</a>
Philanthropy New Zealand	<a href="http://www.philanthropy.org.nz">www.philanthropy.org.nz</a>
Philanthropy Search	<a href="http://www.philanthropysearch.com">www.philanthropysearch.com</a>
UK Fundraising	<a href="http://www.fundraising.co.uk">www.fundraising.co.uk</a>
United States International Grantmakers	<a href="http://www.usig.org">www.usig.org</a>
WINGS	<a href="http://www.wingsweb.org">www.wingsweb.org</a>
World Bank NGO and Civil Society Unit	<a href="http://www.worldbank.org/ngos">www.worldbank.org/ngos</a>

### Potential Donors / Networking Targets:

ActionAid	<a href="http://www.actionaid.org">www.actionaid.org</a>
Adventist Development and Relief Agency	<a href="http://www.adra.org">www.adra.org</a>
Aga Khan Development Network	<a href="http://www.akdn.org">www.akdn.org</a>
Asia Foundation	<a href="http://www.asiafoundation.org">www.asiafoundation.org</a>
Asian Development Bank	<a href="http://www.adb.org">www.adb.org</a>
Asian Community Trust	<a href="http://www.acc21.org/act">www.acc21.org/act</a>
Association of South East Asian Nations (ASEAN)	<a href="http://www.aseansec.org">www.aseansec.org</a>
Atlantic Philanthropies	<a href="http://www.atlanticphilanthropies.org">www.atlanticphilanthropies.org</a>
Bernard van Leer Foundation	<a href="http://www.bernardvanleer.org">www.bernardvanleer.org</a>
Bill and Melinda Gates Foundation	<a href="http://www.gatesfoundation.org">www.gatesfoundation.org</a>
Bristol-Myers Squibb Foundation	<a href="http://www.bms.com/sr/data/index.html">www.bms.com/sr/data/index.html</a>
CARE	<a href="http://www.care.org">www.care.org</a>
Clinton Foundation, The	<a href="http://www.clintonfoundation.org">www.clintonfoundation.org</a>
Concern Worldwide	<a href="http://www.concern.net">www.concern.net</a>
CP Foundation	<a href="http://www.cpthailand.com">www.cpthailand.com</a>
Doctors Without Borders / Medecins Sans Frontieres	<a href="http://www.msf.org">www.msf.org</a>
Elton John AIDS Foundation	<a href="http://www.ejaf.org">www.ejaf.org</a>
Family Health International (FHI)	<a href="http://www.fhi.org">www.fhi.org</a>
Fondation Roi Baudouin	<a href="http://www.kbs-frb.be/code/home.cfm">www.kbs-frb.be/code/home.cfm</a>
Ford Foundation	<a href="http://www.fordfound.org">www.fordfound.org</a>



Global Fund to Fight AIDS, TB, and Malaria (GFATM)	<a href="http://www.theglobalfund.org">www.theglobalfund.org</a>
Helvetas	<a href="http://www.helvetas.ch">www.helvetas.ch</a>
Norwegian People's Aid	<a href="http://www.npaid.org">www.npaid.org</a>
Henry J. Kaiser Family Foundation	<a href="http://www.kff.org">www.kff.org</a>
International Labour Organization (ILO)	<a href="http://www.ilo.org">www.ilo.org</a>
Japan Bank for International Cooperation	<a href="http://www.jbic.go.jp">www.jbic.go.jp</a>
Japan Foundation for AIDS Prevention	<a href="http://www.jfap.or.jp">www.jfap.or.jp</a>
Levi Strauss & Co. and Levi Strauss Foundation	<a href="http://www.levistrauss.com/Citizenship/">www.levistrauss.com/Citizenship/</a>
Merck Company Foundation	<a href="http://www.merck.com/philanthropy">www.merck.com/philanthropy</a>
Pfizer Foundation	<a href="http://www.pfizerphilanthropy.com">www.pfizerphilanthropy.com</a>
PLAN International	<a href="http://www.plan-international.org">www.plan-international.org</a>
Population Services International (PSI)	<a href="http://www.psi.org">www.psi.org</a>
Rockefeller Brothers Foundation	<a href="http://www.rbf.org">www.rbf.org</a>
Rockefeller Foundation	<a href="http://www.rockfound.org">www.rockfound.org</a>
Save the Children	<a href="http://www.savethechildren.org">www.savethechildren.org</a>
Tsao Foundation	<a href="http://www.tsaofoundation.org">www.tsaofoundation.org</a>
United Nations Development Fund for Women (UNIFEM)	<a href="http://www.unifem.org">www.unifem.org</a>
United Nations Development Programme (UNDP)	<a href="http://www.undp.org">www.undp.org</a>
United Nations Educational, Scientific and Cultural Organization (UNESCO)	<a href="http://www.unesco.org">www.unesco.org</a>
United Nations High Commissioner for Refugees (UNHCR)	<a href="http://www.unhcr.org">www.unhcr.org</a>
United Nations International Children's Emergency Fund (UNICEF)	<a href="http://www.unicef.org">www.unicef.org</a>
United States President's Emergency Fund for AIDS Relief	<a href="http://www.pepfar.gov">www.pepfar.gov</a>
W.K. Kellogg Foundation	<a href="http://www.wkcf.org/">www.wkcf.org/</a>
Wellcome Trust	<a href="http://www.wellcome.ac.uk">www.wellcome.ac.uk</a>
WHO: World Health Organization	<a href="http://www.who.int">www.who.int</a>
World Bank	<a href="http://www.worldbank.org">www.worldbank.org</a>
World Vision	<a href="http://www.worldvision.org">www.worldvision.org</a>

### **Prominent Organizations Working with HIV/AIDS and Mobility in the Asia Pacific Region**

Asia Pacific Leadership Forum on HIV/AIDS and Development	<a href="http://www.aplfaids.com">www.aplfaids.com</a>
Asia Pacific Network of People Living with HIV/AIDS (APN+)	<a href="http://www.apnplus.org">www.apnplus.org</a>
Asian Migrant Center	<a href="http://www.asian-migrants.org">www.asian-migrants.org</a>
Canada South East Asia Regional HIV/AIDS Programme	<a href="http://www.csearhap.org">www.csearhap.org</a>
Coordination of Action Research on AIDS and Mobility	<a href="http://www.caramasia.gn.apc.org">www.caramasia.gn.apc.org</a>
Global Network of People living with HIV/AIDS (GNP+)	<a href="http://www.gnp-plus.net">www.gnp-plus.net</a>
International Federation of Red Cross and Red Crescent Societies	<a href="http://www.ifrc.org">www.ifrc.org</a>
International HIV/AIDS Alliance	<a href="http://www.aidsalliance.org">www.aidsalliance.org</a>
International Organization for Migration	<a href="http://www.iom-seasia.org">www.iom-seasia.org</a>
Joint United Nations Programme on HIV/AIDS (UNAIDS)	<a href="http://www.unaids.org">www.unaids.org</a>
Migrant Forum of Asia	<a href="http://www.mfasia.org">www.mfasia.org</a>
National Association of PLWH/A (Australia) (NAPWA)	<a href="http://www.napwa.org.au">www.napwa.org.au</a>
South East Asian Regional Cooperation in Human Development (SEARCH)	<a href="http://www.searchproject.ca">www.searchproject.ca</a>
United Nations Regional Task Force on Mobility and HIV/AIDS Vulnerability Reduction in the South East Asia Countries and the Southern Provinces of China (UNRTF)	<a href="http://www.hivmobilitysea.org">www.hivmobilitysea.org</a>

### **OECD Development Assistance Committee Members (Government Aid Agencies):**

Australian Government Agency for International Development (AusAID)	<a href="http://www.ausaid.gov.au">www.ausaid.gov.au</a>
Austria: Ministry of Foreign Affairs	<a href="http://www.bmeia.gv.at">www.bmeia.gv.at</a>
Belgium: Belgian Development Cooperation	<a href="http://www.dgdc.be/en/index.html">www.dgdc.be/en/index.html</a>
Canadian International Development Agency (CIDA)	<a href="http://www.acdi-cida.gc.ca/home">www.acdi-cida.gc.ca/home</a>
Denmark: DANIDA	<a href="http://www.um.dk/en">www.um.dk/en</a>
European Commission	<a href="http://ec.europa.eu/europeaid/index_en.htm">http://ec.europa.eu/europeaid/index_en.htm</a>
Finland: Ministry for Foreign Affairs of Finland	<a href="http://formin.finland.fi/">http://formin.finland.fi/</a>

France: Ministry of Foreign Affairs	<a href="http://www.diplomatie.gouv.fr/en/">www.diplomatie.gouv.fr/en/</a>
German Federal Ministry for Cooperation and Development	<a href="http://www.bmz.de/en/">www.bmz.de/en/</a>
Ireland: Irish Aid	<a href="http://www.irishaid.gov.ie/">www.irishaid.gov.ie/</a>
Japan International Cooperation Agency (JICA)	<a href="http://www.jica.go.jp/english/">www.jica.go.jp/english/</a>
Luxembourg Agency for Development Cooperation	<a href="http://www.lux-development.lu">www.lux-development.lu</a>
Netherlands: Directorate General for International Cooperation	<a href="http://www.minbuza.nl/en/">www.minbuza.nl/en/</a>
New Zealand AID (NZAID)	<a href="http://www.nzaid.govt.nz/">www.nzaid.govt.nz/</a>
Norway: Norwegian Agency for Development Cooperation (NORAD)	<a href="http://www.norad.no">www.norad.no</a>
Organization for Economic Co-operation and Development (OECD)	<a href="http://www.oecd.org">www.oecd.org</a>
Spain: Cooperation and Foreign Office	<a href="http://www.mae.es/en/Home/">www.mae.es/en/Home/</a>
Swedish International Development Agency (SIDA)	<a href="http://www.sida.se">www.sida.se</a>
Switzerland SDC	<a href="http://www.sdc-gov.ch">www.sdc-gov.ch</a>
United Kingdom Department for International Development (DFID)	<a href="http://www.dfid.gov.uk">www.dfid.gov.uk</a>
United States of America Agency for International Development (USAID)	<a href="http://www.usaid.gov">www.usaid.gov</a>

## 5. Donor Categories

**Local Host Country Sources** –Local host countries can contain domestic sources for funding. Government ministries (Department of Health, Social Welfare, etc), local businesses and community and independent foundations can be sources of funding. Some examples from South East Asia include Charoen Pokphand Group (CP) Foundation (Thailand) and Tsao Foundation (Singapore). These donors are often involved in managing ‘seed grants’ or ‘small grants’ schemes where local projects can apply for limited funds to start or continue successful activities.

**Official Development Assistance (ODA) Agencies** – These are donor government agencies that provide development assistance to developing countries, usually in the form of financial support. International aid and development agencies operate by providing funding to non-governmental and community based organizations (CBOs).

- The financial assistance for development projects can range in size from a few hundreds of dollars over a short term to multi-million dollar grants over multi-year terms, although not each ODA Agency follows the same funding eligibility guidelines.
- Small grants funds often exist and are under the control of countries’ overseas embassies or consulates. These small grants funds are open to direct application by local national NGOs and CBOs in their home countries. Contacting the local national embassy/consulate or donor office can provide information on the availability of such small grants funds.
- Prominent examples of such agencies are the Canadian International Development Agency (CIDA), United Kingdom’s Department for International Development (DFID), United States Agency for International Development (USAID), Australian Agency for International Development (AusAID), Japan International Cooperation Agency (JICA), Germany’s Federal Ministry for Cooperation and Development, Netherlands’ Directorate General for International Cooperation (DGIS), Swedish International Development Agency (SIDA), and the European Union’s EuropeAid. Their websites can be found in **Annex 3**.

**International Foundations and Philanthropic Trusts** – This category covers a diverse collection of donors. They generally receive their own financial wealth from some sort of long-term endowment, a corporation, or a wealthy benefactor (families or individuals). These donors will often have specific geographic regions as well as themes of interest for which their grants are targeted. The themes of interest of a particular foundation or trust can change over time so be sure to refer to updated information when conducting research.

Some examples of these donors are the Ford Foundation, the Rockefeller Foundation, Henry J. Kaiser Family Foundation, the Soros Foundation/Open Society Institute, the Bill and Melinda Gates Foundation, the Clinton Foundation, the W.K. Kellogg Foundation, Atlantic Philanthropies, Rockefeller Brothers Foundation, the Asia Foundation (United States), the Elton John AIDS Foundation, the Wellcome Trust (UK), the Bernard van Leer Foundation (Netherlands), the Fondation de France (France), the Fondation Roi Baudouin (Belgium), the Fundacion CODESPA (Spain), and the Asian Community Trust (Japan).

Sometimes, corporations set up foundations to provide financial support for development projects as a form of social responsibility (sometimes referred to as ‘global’ or ‘corporate citizenship’) and they generally conduct activities within or close to the communities in which they have facilities (factories, manufacturing plants, etc.) Examples of these

foundations include the Levi Strauss Foundation, Bristol-Myers Squibb Foundation, Abbott Laboratories Fund, Merck Company Foundation, and Pfizer Foundation.

Below are two examples of the type of information that can be obtained from donor websites regarding their grant-making operations in your region or area of interest:

### ***The Rockefeller Foundation***

- 2006 Raks Thai Foundation, Thailand US\$ 320,000: toward the costs of its efforts to strengthen networks and build capacity among organizations working with migrants in the Greater Mekong Sub-region to promote sexual health and combat HIV.
- 2006 AIDS Network Development Foundation, Thailand US\$ 500,000: in continued support of activities to reduce HIV/AIDS vulnerability in ethnic and migrant populations in northern and northeastern Thailand and in Lao PDR.
- 2005 Hanoi Medical University, Vietnam US\$ 180,300: for use by its Faculty of Public Health to undertake the second phase of research - with the involvement of local communities - to understand and address risk and vulnerability to STIs and HIV along transnational roadway networks in Vietnam.
- 2005 Ministry of Women's Affairs, Cambodia US\$ 135,000: in support of its efforts to raise awareness in Cambodia and in the Greater Mekong Sub-region of gender vulnerability to HIV/AIDS and to promote approaches that redress gender inequities.

(Source - <http://www.rockfound.org/grants/grants.shtml>)

### ***Levi Strauss Foundation (set up by Levi Strauss & Co.)***

- 2005 Asia Pacific Network of People Living with HIV/AIDS (APN+), Thailand US\$ 100,000: a two year grant to build the capacity of injecting drug users who are living with HIV/AIDS and their partners and to address stigma and discrimination through skills building workshops.
- 2004 Asia Pacific Network of People Living with HIV/AIDS (APN+), Thailand US\$ 40,000: for programmatic support to strengthen and expand the Stigma and Discrimination Human Rights/Advocacy Tool in six countries, and for organizational capacity building.
- 2001 AIDS Concern Foundation Limited, Hong Kong SAR, China US\$ 30,000: to support an HIV/AIDS prevention and awareness programme in Hong Kong/China targeting cross-border truck drivers.
- 2001 AIDS Society of the Philippines, Philippines US\$ 40,000: to support a training seminar in assessing intervention programmes in reproductive health, for health care providers, community-based AIDS workers and programme developers from across the Asia region.

(Source - <http://www.levistrauss.com/Citizenship/LeviStraussFoundation/GrantsDatabase.aspx>)

**Multilateral Development Banks** – Multilateral Development Banks institutions that support development through financing and technical assistance. They primarily offer loans at or below market rates to borrowing governments of developing countries but small grants are also supplied to governmental partner organizations, NGOs and CBOs, often through the Banks' local or regional offices. In South East Asia, the Asian Development Bank (ADB) often has policies aimed at ensuring that their large-scale infrastructure projects do not cause inadvertent harm to the local population. These policies result in small grant funding of projects to counteract the harmful effects; an example is making available funding for HIV/AIDS prevention campaigns in the areas surrounding new highway construction projects or natural resource extraction facilities.

Other examples of MDBs active in South East Asia are the World Bank and the Japan Bank for International Cooperation.

**United Nations Agencies** – United Nations agencies are not generally associated with funding NGOs and their projects directly, rather they focus on working with national governments. However, many UN agencies work closely with NGOs. Small grants are one area in particular in which UN agencies show their support for successful local initiatives. Local offices should be contacted directly to make inquiries regarding such small grant funding opportunities. United Nations Agencies include United Nations Development Programme (UNDP), Joint United Nations Programme on HIV/AIDS (UNAIDS), World Health Organization (WHO), United Nations Development Fund for Women (UNIFEM), International Labour Organization (ILO), United Nations Educational, Scientific and Cultural Organization (UNESCO), and the United Nations International Children’s Emergency Fund (UNICEF).

**International Non-Governmental Organizations and Non-Profit Development Agencies** – INGOs and Non-Profit Development Agencies generate their funding from multiple sources (for example constant fundraising, home government funding) and use the funds to support development projects. Similar to International Foundations and Philanthropic Trusts they can have specific focuses on geographic regions and/or themes such as health, poverty reduction, education, the environment, etc. Although INGOs and non-profit development agencies generally run their own projects there are some funding opportunities, particularly in partnership roles or small grants at the local level. Examples of some of these international non-governmental organizations and non-profit development agencies that respond to HIV in South East Asia include CARE, Save the Children, Family Health International (FHI), Population Services International (PSI), and Doctors Without Borders / Medecins Sans Frontieres.

**Faith Based Organizations (FBOs)** – Faith Based Organizations are another potential source of funding for development projects. Funding provided by these organizations tend to focus on community level projects. Some of these organizations are World Vision, Catholic Relief Services (CRS), Adventist Development and Relief Agency ADRA (United States), ChristianAid (UK), Caritas, and Evangelischer Entwicklungsdienst (EED), Brot fur die Welt (Germany).

**Global Fund to Fight AIDS, Tuberculosis, and Malaria (GFATM)** – The Global Fund is a unique type of donor. This new form of public-private partnership operates on a truly global stage. It is the single largest HIV/AIDS donor in operation today and as the name suggests also focuses on Tuberculosis and Malaria. The primary difference between the Global Fund and other donors is its performance oriented funding system. In effect, the Global Fund aims to operate in a similar fashion to how private enterprises do. Future funding disbursement is dependent on demonstrating successful and complete expenditure of existing funds through a rigorous financial monitoring system. For further information on how the Global Fund functions and to obtain information on their strict grant-making regulations visit their website at [www.theglobalfund.org](http://www.theglobalfund.org).

## 6. Recommended Budget Categories

Category	Expenditure examples
Human Resources	Salaries, wages and related costs (pensions, incentives and other employee benefits, etc.) relating to all employees (including field personnel), and employee recruitment costs.
Technical and Management Assistance	Costs of all consultants (short or long term) providing technical or management assistance, including consulting fees, travel and per-diems, field visits and other costs relating to program planning, supervision and administration (including in respect of managing sub-recipient relationships, monitoring and evaluation, and procurement and supply management).
Training	Workshops, meetings, training publications, training-related travel, including training per-diems. <i>Do not include employee training-related human resources costs which should be included under the Human Resources category).</i>
Health Products & Health Equipment	Health products such as bed nets, condoms, lubricants, diagnostics, reagents, test kits, syringes, spraying materials and other consumables. Health equipment such as microscopes, x-ray machines and testing machines (including the 'Total Cost of Ownership' <sup>5</sup> of this equipment such as reagents, and maintenance costs). <i>Do not include other types of non-health equipment, as these costs should be included under the Infrastructure and Other Equipment category below.</i>
Medicines and pharmaceutical products	Cost of antiretroviral therapy, medicines for opportunistic infections, anti-tuberculosis medicines, anti-malarial medicines, and other medicines. <i>Do not include insurance, transportation, storage, distribution or other like costs, as such costs should be included in Procurement and Supply Management costs below.</i>
Procurement & Supply Management costs	Transportation costs for all purchases (equipment, commodities, products, medicines) including packaging, shipping and handling. Warehouse, PSM office facilities, and other logistics requirements. Procurement agent fees. Costs for quality assurance (including laboratory testing of samples), and any other costs associated with the purchase, storage and delivery of items. <i>Do not include staff, TA, PSM IT systems, health products or health equipment costs, as these costs should be included in the categories above.</i>
Infrastructure and Other Equipment	This includes health infrastructure rehabilitation and renovation and enhancement costs, non-health equipment such as generators and beds, information technology (IT) systems and software, website creation and development. Office equipment, furniture, audiovisual equipment. Vehicles, motorcycles, bicycles. Related maintenance, spare parts and repair costs.
Communication materials	Printed material and communication costs associated with program-related campaigns, TV spots, radio programs, advertising, media events, education, dissemination, promotion, promotional items.



Category	Expenditure examples
Monitoring & Evaluation	Data collection, surveys, research, analysis, travel, field supervision visits, and any other costs associated with monitoring and evaluation. <i>Do not include personnel, TA or M&amp;E IT systems costs, as these costs should be included in the categories above.</i>
Living support to clients/target populations	Monetary or in-kind support given to clients and patients E.g.: school fees for orphans, assistance to foster families, transport allowances, patient incentives, grants for revenue-generating activities, food and care packages, costs associated with supporting patients charters for care.
Planning and Administration	Office supplies, travel, field visits and other costs relating to program planning and administration (including in respect of managing sub-recipient relationships). Legal, translation, accounting and auditing costs, bank charges etc. Green Light Committee contributions. CCM support costs ( <i>see guidance on restrictions to these costs in section 3A.4.7</i> ). <i>Do not include human resources costs, as these costs should be included under the Human Resources category above.</i>
Overheads	Overhead costs such as office rent, utilities, internal communication costs (mail, telephone, internet), insurance, fuel, security, cleaning. Management or overhead fees.
Other	Significant costs which do not fall under the above-defined categories. Specify clearly the type of cost. <b>Applicants are able to add additional rows to this table should there be other national budget cost categories that are not covered by the above categories.</b>

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## **Contact Information**

**Canada South East Asia Regional HIV/AIDS Programme (CSEARHAP)**

### **Regional Office**

Unit 1712, 17 A Floor

Tonson Tower

900 Ploenchit Road, Lumpini

Pathumwan, Bangkok 10330

Thailand

Tel +66 2 689 4976

Fax +66 2 689 4979

Email: [info@csearhap.org](mailto:info@csearhap.org)

Website: [www.csearhap.org](http://www.csearhap.org)