



## **Caribbean Regional Sustainable Tourism Development Programme**

# **WRITING FUNDING PROPOSALS**

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## PURPOSE OF THE TOOLKIT

This toolkit is designed to serve as a guide to assist national hotel associations (NHAs) of the Caribbean in preparing proposals for technical and financial assistance that can be submitted to donor and funding agencies for consideration and possible funding.



The toolkit is a generic template which focuses on items that should be considered in preparing a proposal. Persons using the toolkit should be aware that some agencies have their own format for the submission of requests and these should be followed when making submissions to those agencies. Also, some agencies, including the European Union and PROINVEST have formats that might appear challenging in terms of the amount of details required for completion. In such instances, NHAs may wish to seek assistance in meeting the requirements of these agencies. In any event, a reference to the agency's website is usually a good place to start in seeking to find out if an agency has a particular format for the submission of proposals.



## APPROPRIATE USE

This toolkit is generally suitable for preparing proposals for financial and technical assistance but is inadequate for the preparation of proposals for partnerships or the financing of capital projects. In the case of the latter, a business plan is more appropriate while a separate toolkit containing guidelines for partnership proposals will be prepared under the CRSTDP programme.



## SECTIONS EXPLAINED

The template is designed to focus not only on the process of preparing the project proposal but also on implementation of the project following approval of the proposal and issues that are relevant to this phase. As a result, the left hand column of the toolkit contains sections highlighted in **bold** which, it is suggested, should constitute the main sections of the proposal document. Other sub-sections, not highlighted are provided for the purpose of stimulating the thinking of issues which will be critical during the implementation phase.

The template also includes an example of a proforma cost and financing schedule (Appendix 1) and timeline for project implementation (Appendix 2)

An explanation of some of the terms and phrases commonly associated with the preparation of funding proposals is also included at Appendix 3.



## WRITING A FUNDING PROPOSAL

MAJOR SECTIONS AND SUB-SECTIONS	PURPOSE FOCUS AND OTHER CONSIDERATIONS	CONTENT AND OTHER DETAILS TO BE PROVIDED
<b>PROJECT NAME /TITLE</b>	To convey in a summary statement the purpose of the project	The project name should be brief and reflect the intent and purpose of the project. Often, the title is abbreviated by an appropriate acronym.
<b>WHICH FUNDING AGENCY?</b>	To assist in narrowing down potential or suitable funding partners and targeting the request.	Note any areas of special interest of the intended funding agency e.g. environment, security, small business development, sustainable tourism development. Use the Internet for research and guidance as necessary
<b>BACKGROUND</b>	<p>To present a framework for the request</p> <p>To introduce the project sponsor or requesting agency.</p>	<p>Definition of Problem</p> <ul style="list-style-type: none"> <li>- Has there been research into the problem?</li> <li>- What has been done or tried?</li> <li>- What have been the results</li> <li>- What has influenced the project design</li> <li>- The legal status of the sponsor or entity requesting the funds, including special legal status e.g. non-profit</li> </ul>
<b>RATIONALE AND JUSTIFICATION</b>	This is most critical in putting forward a convincing case for support	<p>This section should be a logical and seamless flow from the <b>Background</b> and should provide details of the following:</p> <ul style="list-style-type: none"> <li>- Why the project is being carried out</li> <li>- What problems will be addressed and how</li> <li>- What are the expected outcomes</li> <li>- Who will benefit</li> <li>- Why is funding support necessary and for what purpose will it be used</li> <li>- Are there other past or on-going initiatives that complement or will assist the project</li> </ul>

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BENEFICIARIES AND STAKEHOLDERS	This is useful in demonstrating that the entire process from project conceptualization to implementation has been fully thought through	<p>Identify stakeholders i.e. those who will</p> <ul style="list-style-type: none"> <li>(a) benefit from the project i.e. beneficiaries;</li> <li>(b) be involved in its implementation; and</li> <li>(c) be affected by the project. It may be prudent to discuss the proposal and get the support of these parties, who/which will be involved in the implementation of the project, at an early stage and before it is submitted for funding</li> </ul>
PROJECT DESCRIPTION	This is critical in demonstrating the goals, objectives, components, activities and expected outputs of the project.	<ul style="list-style-type: none"> <li>- Describe the project goals and objectives</li> <li>- Describe the project components, activities and deliverables. These should be measurable (qualitative and quantitative) outputs and their expected impacts</li> <li>- Identify the beneficiaries i.e. who is the project intended to benefit</li> <li>- Comment on the issue of sustainability since most funding agencies want to know and are inclined to support projects that include sustainability as part of the project design, plans for the continuation of the project that after the ending of funding support.</li> </ul>
PROJECT SPONSOR	This section describes the entity responsible for the submission of the request and overall management of the project. It provides details of its authority to act, its operations, capacity to manage the project and details how the project is to be carried out.	<ul style="list-style-type: none"> <li>- Give a brief description of the business of the sponsor. It may be necessary to provide audited financial reports for previous years (3-4) but these will be submitted as attachments (see Appendices)</li> <li>- Is the implementing agency different from the project sponsor and if so, what is the relationship between the two?</li> </ul> <p>Give information on the sponsor's:</p> <ul style="list-style-type: none"> <li>- Past experiencing working with funding agencies and managing projects</li> <li>- Human resource capacity – who will be involved, including any special contracting arrangements that will be made to assist in implementing the project. Staffing and qualifications could be provided as necessary to demonstrate technical capacity</li> </ul>

MAJOR SECTIONS AND SUB-SECTIONS	PURPOSE FOCUS AND OTHER CONSIDERATIONS	CONTENT AND OTHER DETAILS TO BE PROVIDED
		<ul style="list-style-type: none"> <li>- Funding sources, annual budget of the entity</li> <li>- Other participating entities – countries, institutions, if any</li> <li>- Arrangements for managing project resources.</li> </ul>
<b>PROJECT IMPLEMENTATION</b>	This section gives a brief description of arrangements for project implementation. Note that there may be repetition of some issues raised at Project Sponsor. However, this section provides for situations where the Implementing Agency may be different from the Project Sponsor.	<ul style="list-style-type: none"> <li>- Which entity will manage project implementation?</li> <li>- Provide a brief background of the implementing agency if it is different from the project sponsor. Who else will be involved?</li> <li>- Describe or show, in a table or separate schedule, managing and reporting relationships as appropriate.</li> </ul> <p>Over what time will the project be carried out -include phasing, if this is part of the design and refer to an implementation schedule as necessary</p>
<b>PROCUREMENT</b>	To identify any particular requirements of the likely funding agency.	<ul style="list-style-type: none"> <li>- How will procurement be handled and are there any special donor requirements e.g. special conditions applicable for purchases, hiring of contractors, beneficiary countries.</li> </ul>
<b>MONITORING</b>	This provides a clear summary of the measurable outputs expected from the project and thereof re facilitates measurement of how well the project is meeting these objectives over the duration of implementation until completion. Some agencies may require a Logical Framework Analysis.	<p>Define clearly Monitoring Indicators, e.g.</p> <ul style="list-style-type: none"> <li>▪ 2 training manuals to be prepared</li> <li>▪ 48 chefs to be trained</li> <li>▪ 144 F &amp; B workers to be trained</li> <li>▪ 30 students to complete internships</li> <li>▪ Training room equipment to be acquired</li> </ul> <p>Means of verification – establish what mechanisms will be used to verify that these outputs have been achieved.</p>
<b>REPORTING</b>	Used to provide sponsors, financiers and stakeholders with updates of progress made in completing project activities and achieving original project goals	<ul style="list-style-type: none"> <li>- Described what will be reported upon.</li> <li>- Indicate to whom reports will be sent, in what form/ e.g. (electronic or hard copy), format (Word, Excel) and with what frequency.</li> </ul>
<b>PROJECT COST AND FINANCING</b>	Shows how the project will be financed, who will be contributing and how much each is contributing	Give a summary of the total project cost and the projected financing contribution of each party. An appropriate schedule can be inserted here or as an appendix (see following details and Appendix 1).

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<b>APPENDICES:</b>		
<b>ESTIMATED PROJECT COST AND FINANCING</b>	Used to provide additional details in particular areas such as the budget for a project	<p>As an appendix, provide in a schedule, an itemized breakdown of estimated cost by activity and total project cost together with the projected financing to be contribution of activities by each party. Note the financing of some activities may be jointly shared between the sponsor or requesting entity and the funding agency. Also, the total funding projected should equal the total project cost.</p> <p>NOTE: Some of the resources of the requesting agency may be in the form of in-kind contributions e.g. salaries of participating staff, value of office space provided, equipment and materials made available</p>
<b>IMPLEMENTATION SCHEDULE</b>	To show when major activities will be implemented, their logical sequencing and duration	Provide a schedule timeline of project activities i.e. when they are expected to begin and end (see example in Appendix 2)

## APPENDIX 1

### ESTIMATED PROJECT COST AND FINANCING PLAN (US\$)

ITEM	SPONSOR	FUNDING AGENCY	TOTAL	COMMENTS
Travel for Training Needs analysis				
Training materials				
Consultancy services				
Courses (meeting room, refreshments)	<sup>1</sup>			<sup>1</sup> Cost provided in kind
Internships				
Equipment				
Administration	<sup>1</sup>			<sup>1</sup> Cost provided in kind
Travel - accommodation, travel, per diems				

## APPENDIX 2

### PROJECT IMPLEMENTATION SCHEDULE

ACTIVITIES	MONTHS											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Conduct of training needs analysis												
Preparation of training materials												
Procurement of consultancy services												
Conduct of training												
Internships completed												
Equipment purchased												
Reporting												

## EXPLANATION OF TERMS AND PHRASES

TERMS AND PHRASES	EXPLANATIONS
<b>Beneficiaries</b>	Persons or entities who/which will benefit from the project
<b>Implementing Agency</b>	Entity responsible for managing the project. Sometimes referred to as the Execution Agency
<b>In-kind contribution</b>	Contributions in forms other than cash that are made by the project sponsor or other parties.
<b>Monitoring indicators</b>	Benchmarks or targets that are established usually before the start of the project against which its progress and results are measured
<b>Procurement</b>	Process through which goods and services are acquired. Most agencies have guidelines regarding the use of funds for the purchase of goods and services
<b>Project sponsor</b>	The entity that is responsible for the project. The sponsor usually prepares and submits the request for assistance and manages the project during implementation.
<b>Stakeholders</b>	Persons or entities that will benefit from, have an interest in or will be affected (positively or negatively) by the project
<b>Sustainability</b>	Generally refers to the ability of the project to continue and to achieve its objectives after the ending of funding support or withdrawal of technical assistance

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