

CHAPTER-7

PROPOSAL DESIGN

- * General and Specific Objectives**
- * Trainer's Notes and Guidelines**
- * Self-Learning Package for the Trainees and Assignments**

GENERAL OBJECTIVE

The participant will suggest relevant improvements on a project proposal made available to him.

SPECIFIC OBJECTIVES

The participant will:-

- (a) Describe the components which a project proposal could include.
- (b) Determine what should be the components to be included in proposals to be designed for a given project.
- (c) Given the proposal of a project, suggest improvements to make the proposal relevant and purposeful.

**TRAINER'S NOTES
AND
GUIDELINES**

PROPOSAL DESIGN

THEME OF THE CHAPTER

Agencies funding projects on youth services and programmes would naturally like to have a clear picture of investment in terms of time, efforts, finances and other resources on the one hand and the benefits derived out of the investment on the other hand, before the project is accepted for implementation. A project proposal is actually 'Marketing' the project to different associated agencies.

This Chapter details out the various components of a good proposal including some skills required for formulation of proposals.

PREREQUISITES

- (a) Completion of chapters on Planning (Chapter 2), Network Analysis (Chapter 3), Decision Analysis (Chapter 4) Cost Benefit Analysis (Chapter 5), Potential Problem Analysis (Chapter 6) and Organising for Implementation (Chapter 8) is essential to undertake this Chapter. It would be preferable if Chapter 9 - Working in Groups is also considered a pre-requisite.
- (b) The Tutor must have experience of designing project proposals.
- (c) The participants must have at least read through a few project reports.

PREPARATORY ACTIVITIES FOR TUTOR

- (a) The Tutor should have read this Chapter and completed assignments included in it.
- (b) The Tutor should collect and keep ready copies of some proposals for use in Assignment - Two.
- (c) Since it is difficult to obtain literature on designing proposals, it is suggested that the Tutor would from his own experience, jot down illustrations of components of proposals for use in the class if necessary.

INSTRUCTIONAL GUIDELINES

- (a) This Chapter has been presented for facilitating self learning. Tutor's guidance rather than instruction is suggested, primarily to provide clarifications during self learning.

Reference to and use of the outcomes from the techniques related to previous chapters form the basis of a proposal. The implication is that before formulating a proposal detailed plan, information about fulfillment of certain crucial criteria, generation of benefits and such data would be available with a proposal designer. The proposal should include these components at different locations.

- (b) The scheduling of activities for this Chapter, which requires 4 1/2 hours is given below.

Sl No.	Activity	Time in hours
1	Learning from the package upto Assignment- Two, together with Tutor's guidance and Tutor's summarisation using OHP Transparency 7.1	1 1/2
2	Assignment - Two in groups including discussion session	3

- (c) The Tutor will introduce by emphasising the advantages gained by designing a comprehensive proposal.
- (d) While the participants are engaged in self learning, the Tutor may assist them by indicating the appropriate references in earlier chapters. For example Benefits from Cost Benefit Analysis (Chapter 5) should be employed at different points of the proposal i.e. justification and selection. The Tutor will also check on participants' responses to Assignment - one.
- (e) OHP transparency (7.1) may be used by the Tutor to summarise the Chapter. This may be done just before starting Assignment - Two.
- (f) For Assignment - Two the Tutor will divide the participants into groups and supply these groups with adequate copies of a proposal. Each group may receive a different proposal.

The Tutor will sit down with the participants of the groups and enter into discussion with them on their responses to the Assignment. Of importance is the justification for their responses.

SUGGESTED RESPONSES TO ASSIGNMENTS

ASSIGNMENT - ONE

Sl. Proposal Components	PROJECT			
	ONE	TWO	THREE	FOUR
1. Project title, summary of Project	✓	✓	✓	✓
2. Need and Prospects considered	✓	-	✓	-
3. Various Alternatives considered	✓	✓	-	-
4. Objectives and Intended Impact	✓	-	✓	-
5. Background Information - The Current Situation	✓	-	✓	✓
6. Detailed Plan	✓	✓	✓	✓
7. Potential Problem Analysis	✓	✓	-	✓
8. Creation of Infrastructure for Follow-up	-	✓	-	✓
9. Linkages with External Agencies	✓	-	✓	✓
10. Phasing of Financial Resources	-	-	✓	✓
11. Factors to ensure success	✓	✓	✓	✓

ASSIGNMENT - TWO

Responses of groups will be different since different proposals have been provided to them. Hence it is not possible to suggest responses here.

All that is suggested is that the Tutor discuss justifications for modifications and additions to proposals in each group and satisfy himself that the thinking in the group has been rational as per the learnings suggested in this Chapter.

**SELF-LEARNING PACKAGE
AND
TRAINEE'S ASSIGNMENTS**

PROPOSAL DESIGN

Most projects which involve a substantial investment of time, effort, finances and other resources, have to be proposed to Government or other agencies for acceptance and approval. Getting approval is normally looked upon as a 'passport for action' on the project. Such proposals have to be designed and submitted in writing as opposed to 'verbal proposals' that are made for projects of a 'less eventful nature'. The process of designing and putting in writing a proposal also requires some skill since the manner in which the proposal is presented or projected will be one of the primary determinants for its approval.

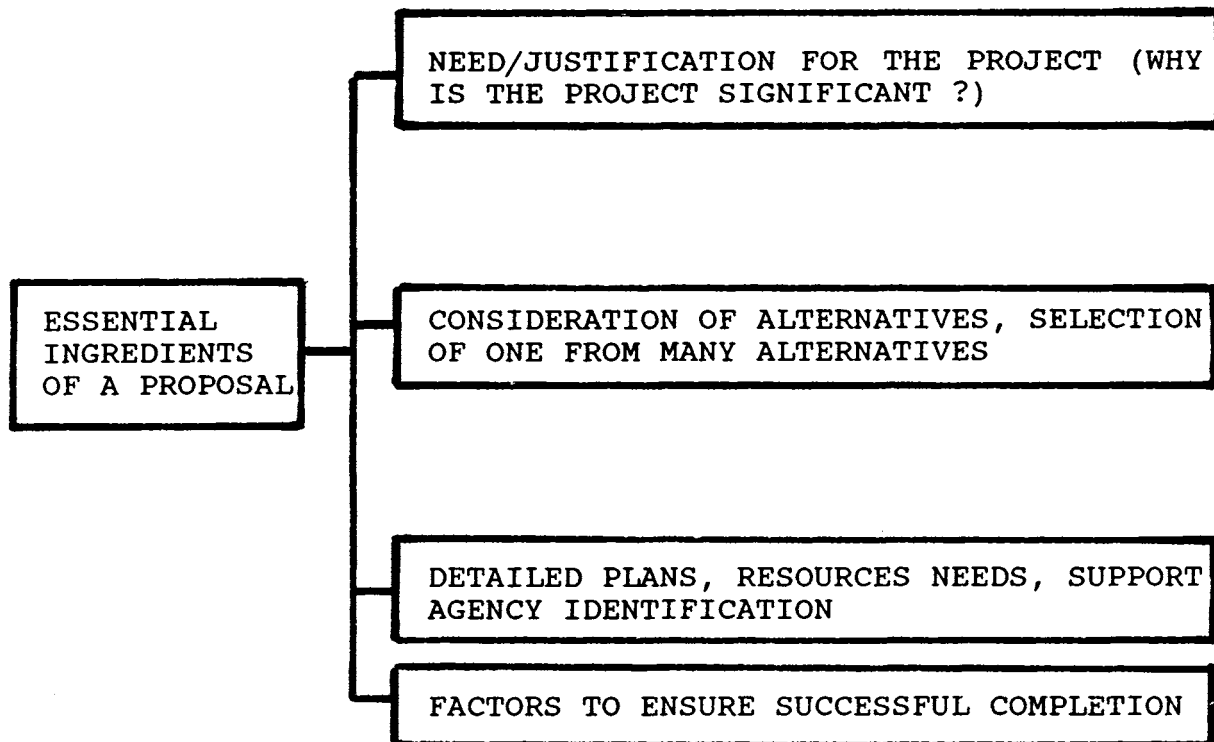
ILLUSTRATIONS

- (a) For obtaining government support in 'providing treated drinking water' to a group of villages, a proposal will have to be submitted to the appropriate Government agency which constructs tube wells and treatment plants, lays pipe lines, and maintains water supply.

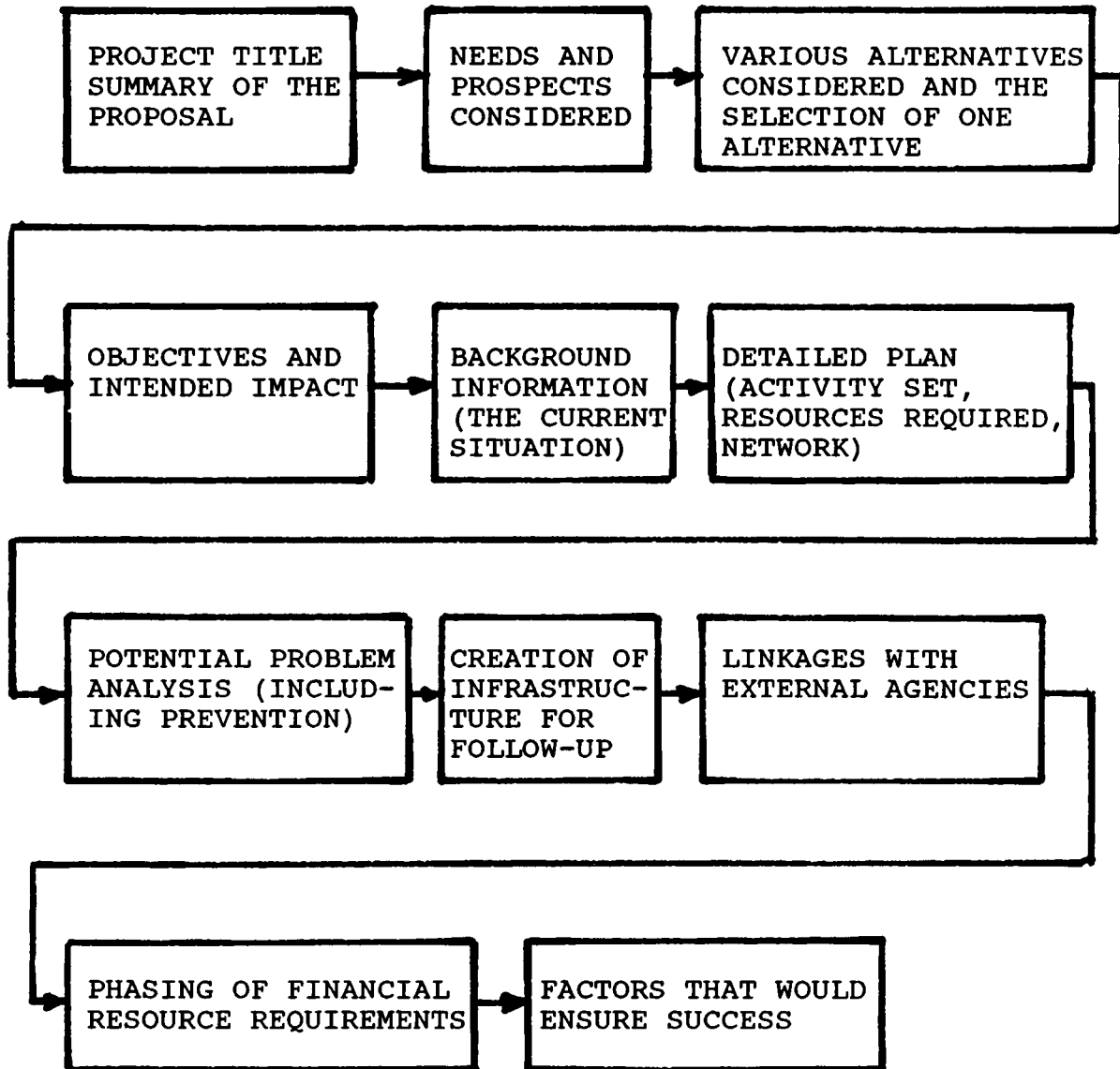
 - (b) Government intervention in a large way is needed to support a drive by a youth group for popularizing use of solar energy devices and such electricity-saving approaches. To obtain Government support the youth group will have to design and submit proposals to the relevant government agency.
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Occasionally proposals may be required by the district level or regional level youth services officer if he wants to allocate funds to a particular programme. Proposals may also be employed as a means of attracting voluntary agencies and philanthropers to support certain conceived projects which require support.

COMPONENTS OF A PROJECT PROPOSAL



To ensure that these ingredients make their appearance in the proposal, components should be in a sequence as shown on the next page.



Some of the components shown above may get omitted if the project proposal does not require them.

JUSTIFICATION for the project will emerge from Needs and Prospects and Consideration of Alternatives.

ASSIGNMENT-ONE

Four projects have been listed below. For each one of them, proposals are to be designed. Which of the project components shown will be included in the proposals? Indicate this by ticking in the appropriate space.

PROJECT ONE - AN ENTREPRENEURSHIP PROMOTION PROGRAMME

PROJECT TWO - AN ATHLETICS MEET FOR A VILLAGE

PROJECT THREE - A YOUTH EXCHANGE PROGRAMME

PROJECT FOUR - AN INTER-COMMUNITY INTEGRATION PROMOTION
DRIVE

S.No.	PROPOSAL COMPONENTS	PROJECTS			
		ONE	TWO	THREE	FOUR
1.	Project Title, Summary of Project				
2.	Need and Prospects considered				
3.	Various Alternatives considered				
4.	Objectives and intended Impact				
5.	Background Information - The Current Situation				
6.	Detailed Plan				
7.	PPA				
8.	Creation of Infrastructure for follow-up				
9.	Linkages with External Agencies				
10.	Phasing of Financial Resources				
11.	Factors to ensure success				

Some of the components listed already in this chapter need some elaboration. The 'learning events' provided in the previous chapters could indicate the nature of details to be included within certain components.

SUMMARY OF THE PROJECT:- This should normally be written after the rest of the proposal has been formulated. To be included here are the broad purposes of the project, the time frame in mind for the project, the target groups or beneficiaries that would gain from the project.

NEEDS AND PROSPECTS CONSIDERED:- In general needs, aspirations and interests that are proposed to be considered for fulfillment through the project must be in quantitative and qualitative terms. Also to be mentioned are the means by which these needs and aspirations have been determined (through a summary or discussion). In this component, the dependence of the project on certain Governmental policies and priorities could be highlighted.

VARIOUS ALTERNATIVES CONSIDERED:- This point of the proposal should project the various alternative projects considered to fulfill needs and aspirations. To be included are processes like Decision Analysis (selecting one alternative from a number of alternatives - Chapter 4), and Cost Benefit Analysis (computing Costs and Benefits - tangibles and intangibles of various alternatives - Chapter 5). One

advantage that would arise from Cost Benefit Analysis would be that the list of benefits if projected properly at appropriate locations in the proposal would help 'market' the proposal to concerned agencies. (In fact both Decision Analysis and Cost Benefit Analysis contain information which could be utilised at a number of places in the proposal).

OBJECTIVES AND INTENDED IMPACT:- Now that one alternative (the selected project) has been identified, it has to be detailed out in a logical manner. The starting point is its objectives and intended impact. The Chapter on Planning (Chapter 2) and the Cost Benefit Analysis and Decision Analysis could provide needed help to the proposal designer in formulating this component.

THE CURRENT SITUATION:- This is a description of the state of affairs' in the locality where the project is to occur, prior to the introduction of the project. Some details are provided in the Chapter on Planning. In case the previous component on Needs and Prospects includes adequate information on the current situation, there is no need for a separate component on Current Situation.

DETAILED PLANS:- This component will consist of units like determining the Activity Set, Drawing the Project Network, Identifying Resources and Support Requirements, Deploying Resources, all of which have been explained in Planning.

Another important component of detailed plans is the phasing of activities over a period of time. This is particularly significant for projects which would last for a number of years. In such situations, the project must be divided into several stages, with each stage having concrete outcomes.

POTENTIAL PROBLEM ANALYSIS (PPA):- A reference to Chapter 6 in the package will indicate what is to be included in this component. This component is another key factor in making the package attractive to authorities since the indication is that precautionary measures have been taken to avoid implementation difficulties as far as possible.

CREATION OF FOLLOW-UP INFRASTRUCTURES:- As indicated in the Chapter on 'Organising for Implementation' (Chapter 8), it is essential to suggest selected infrastructures for follow-up in the proposal. Responsibilities allocated to the team managing the project are also to be included here.

LINKAGES WITH EXTERNAL AGENCIES:- Structures indicating the links which the project will have with outside agencies must be noticeable in the proposal. If support is to be provided by external agencies the nature of support must also be shown (Refer Chapter 8).

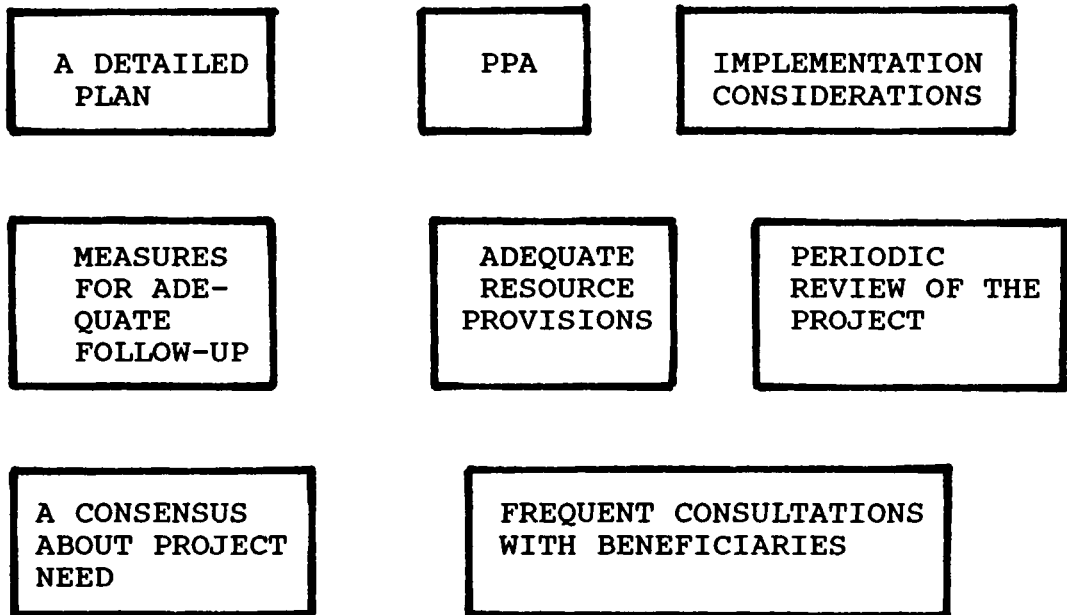
PHASING OF FINANCIAL RESOURCES:- Phasing of resources refers to an yearly anticipated need for financial resources. For example in case a project is likely to extend for three years, all its investment is not likely to occur at once. On the contrary, the investment has to be phased out on an annual basis for three years. The phasing of funds could be on a quarterly/monthly basis for short term projects.

It is also necessary to segregate needs for recurring and capital grants. Salaries, travel expenditure, stationery, contingent expenses are of a recurring nature while investment in buildings, equipment and furniture is counted as Capital Grants.

A phased financial resources statement could appear like -

TYPE OF EXPENSE	YEARLY AMOUNT			
	1989	1990	1991	TOTAL
CAPITAL				
RECURRING				
TOTAL				

FACTORS TO ENSURE SUCCESS OF PROJECT:- This is a crucial component. In fact it is a summary of the 'insurance' built into the project to ensure that the intended outcomes and benefits will occur. The proposal is to reflect very clearly those factors which constitute the 'insurance'. They could be one or more of the following:-



What this Chapter attempts to project to the approving authority is the fact that the proposal designer has taken special consideration and care to incorporate such checks and precautions which will ensure successful achievement of objectives. This must be supported by evidence of the use of techniques in the preceding chapters of the proposal. In a way this will demonstrate the sincerity and commitment of the proposal designer and hence enhance the marketability of the proposal.

ASSIGNMENT-TWO

A project proposal will be given to you. In groups of 5-10, you are to arrive at a consensus on:

- Components that need change, components that need to be added or deleted.
- Suggestions for improving the contents of each component.

You will then seek comments on your views from other groups. The Tutor will arrange a discussion session'.
