



From the idea to a successful application



Kai Leichsenring | EESPN Summer School Vienna | July 2017

Why proposals fail

- The problem has not been explained well
- The issue does not strike the reader
- No involvement of relevant stakeholders
- The outcomes do not fit with the call and/or funder's interest
- Too ambitious, too expensive, too confused ...

What is the problem?

an existing negative situation

not the absence of a solution

Other definitions

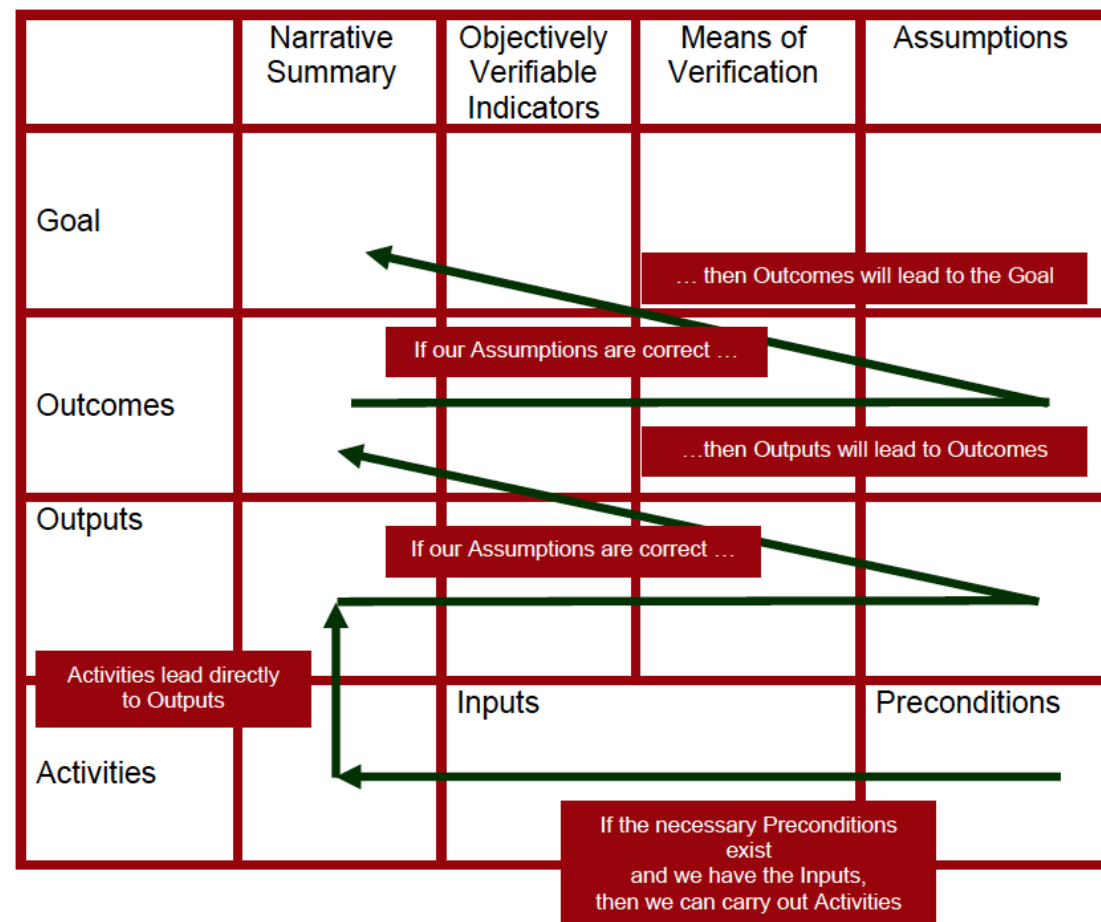
- Goal/impact: high-level change to which the project will contribute (not guaranteed)
- Objective: the description of the outcome
- Outputs: results of individual activities, e.g. work packages
- Assumptions/risks: external influences that may hamper the project's

Source: www.eldtraining.com

The Logical Framework Approach and the Logical Framework

- Analyse the existing situation
- Develop a strategy (hierarchy and relationship between activities and outputs)
- Risk management
- Monitoring and evaluation of outputs and outcomes
- Widely accepted

Source: www.eldtraining.com



Analysis of the situation

- Analyse the situation or the problem
- Analyse the stakeholders – identify their stakes in the problem and modify the problem analysis if needed
- Disentangle problems (causes/effects) and objectives (hierarchy)
- Analyse the strategy alternatives and select an approach or combination of approaches

Stakeholder analysis

- List all relevant stakeholders that may have a stake in your project
- What kind of interest do they have in the project outcome? Is it positive or negative? What motivates them?
- What support do you need from each of them and vice versa? What role will each of them play in the project?
- If individual stakeholders are going to oppose the project, how will you deal with their opposition?

Identify the core problem and the project's objectives

- Brainstorming: list the various aspects of the problem (causes, effects, different perspectives ...) your project is going to address (cards)
- Identify the core problem and distinguish (potential) causes and effects
- Create a 'problem tree': hierarchy, relations and dependencies
- Restate the negatives as positives

The project's objectives and measuring achievement

- State clearly what will be the direct (Outcome) and indirect (Goal) effects of what the project produces or provides
- Add to each Outcome how you will measure progress and achievement

The project's objectives and risk management

- State clearly what will be the direct (Outcome) and indirect (Goal) effects of what the project produces or provides
- List potential external factors that may influence your project's Outcomes

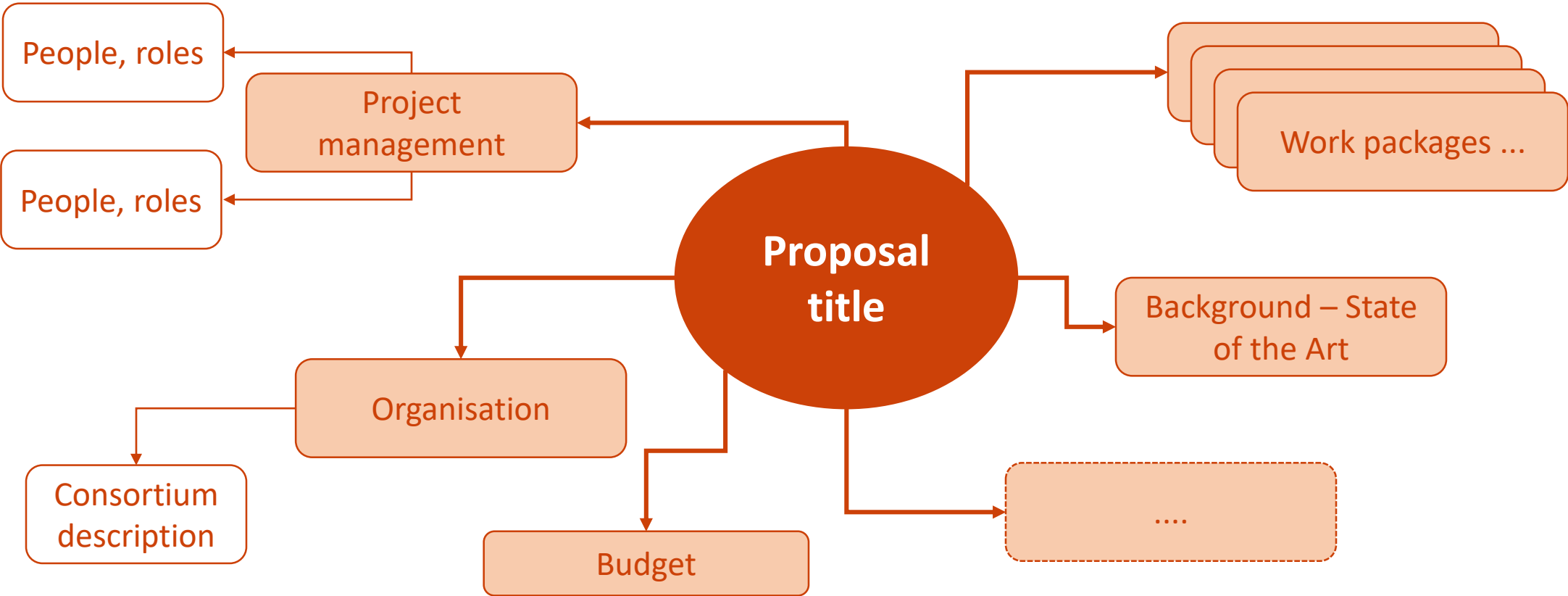
Analysis of approaches

	Project A	Project B	Project C	Project D
Likelihood of achieving the project outcome				
Short-term results / medium-term results				
Sustainability				
Cooperation from key stakeholders				
Partnership/consortium				
Cost – value for money?				
Risk – too many external assumptions?				
Involvement of users				
Technical feasibility				
Political environment				
....				

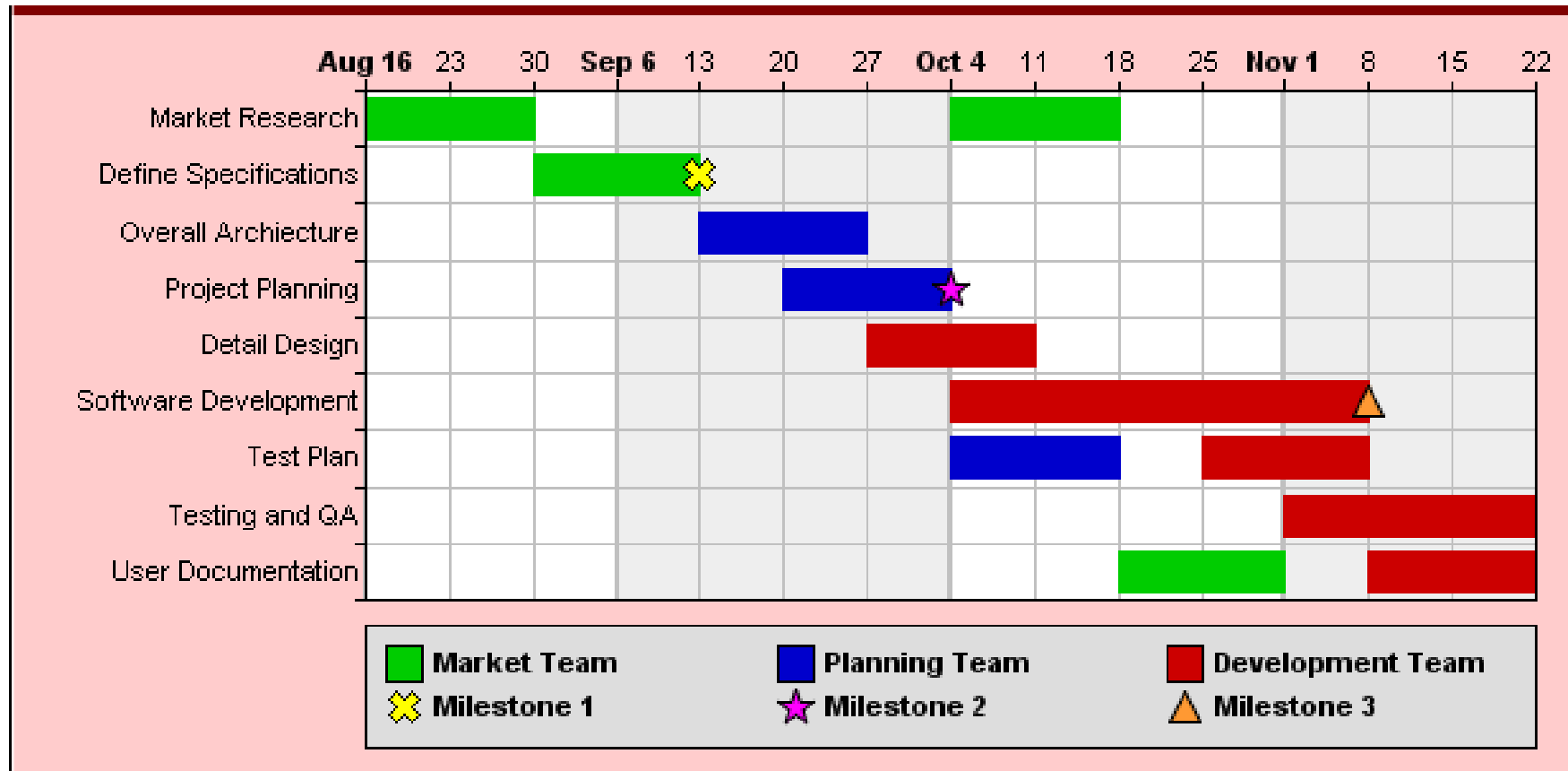
Activities and tasks

- List the activities and tasks to be accomplished to work towards individual achievements or outputs
- Create clusters – work packages
- Define responsible partners
- Define timelines (estimate chunks of time per staff and task)

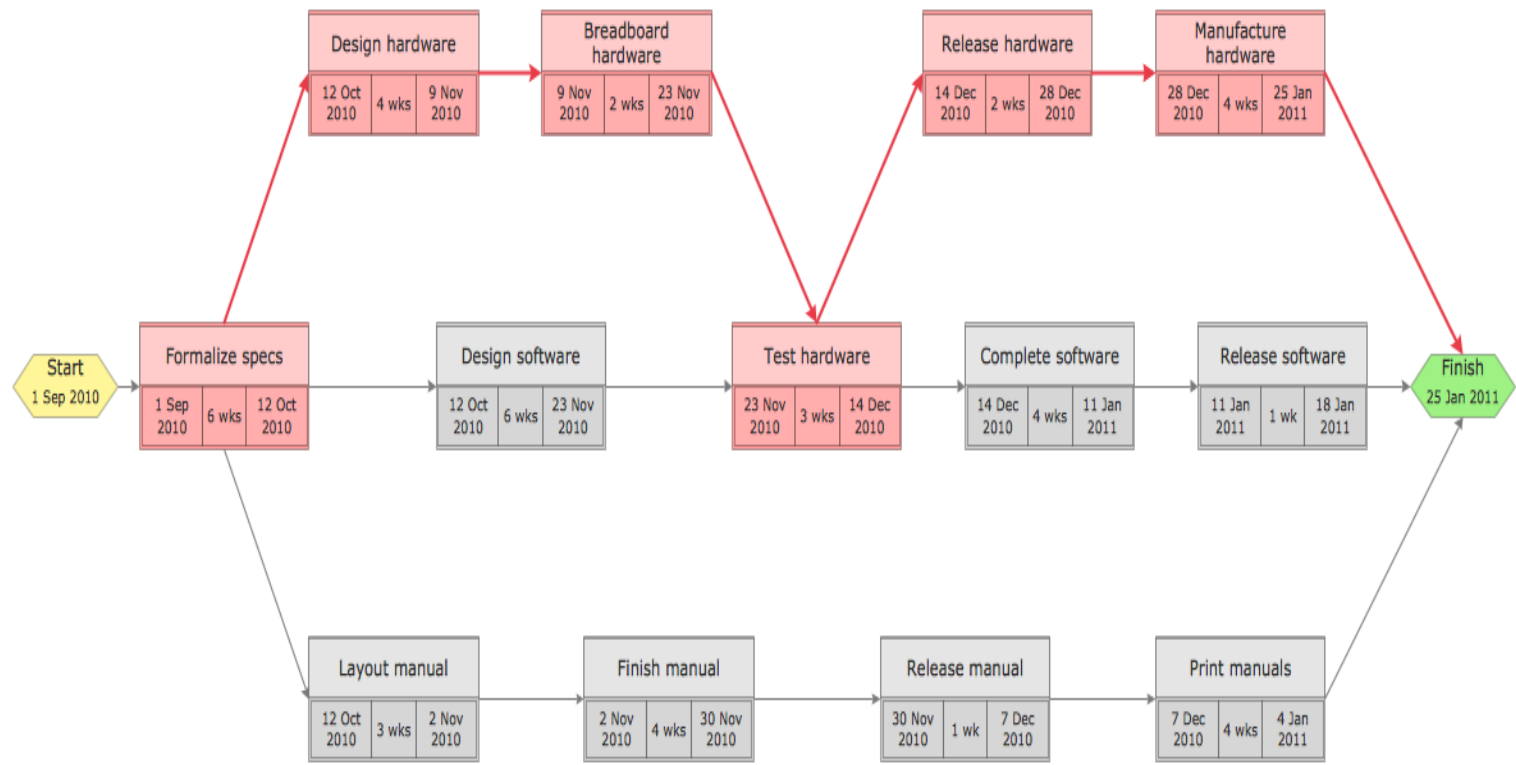
Mind-mapping your proposal



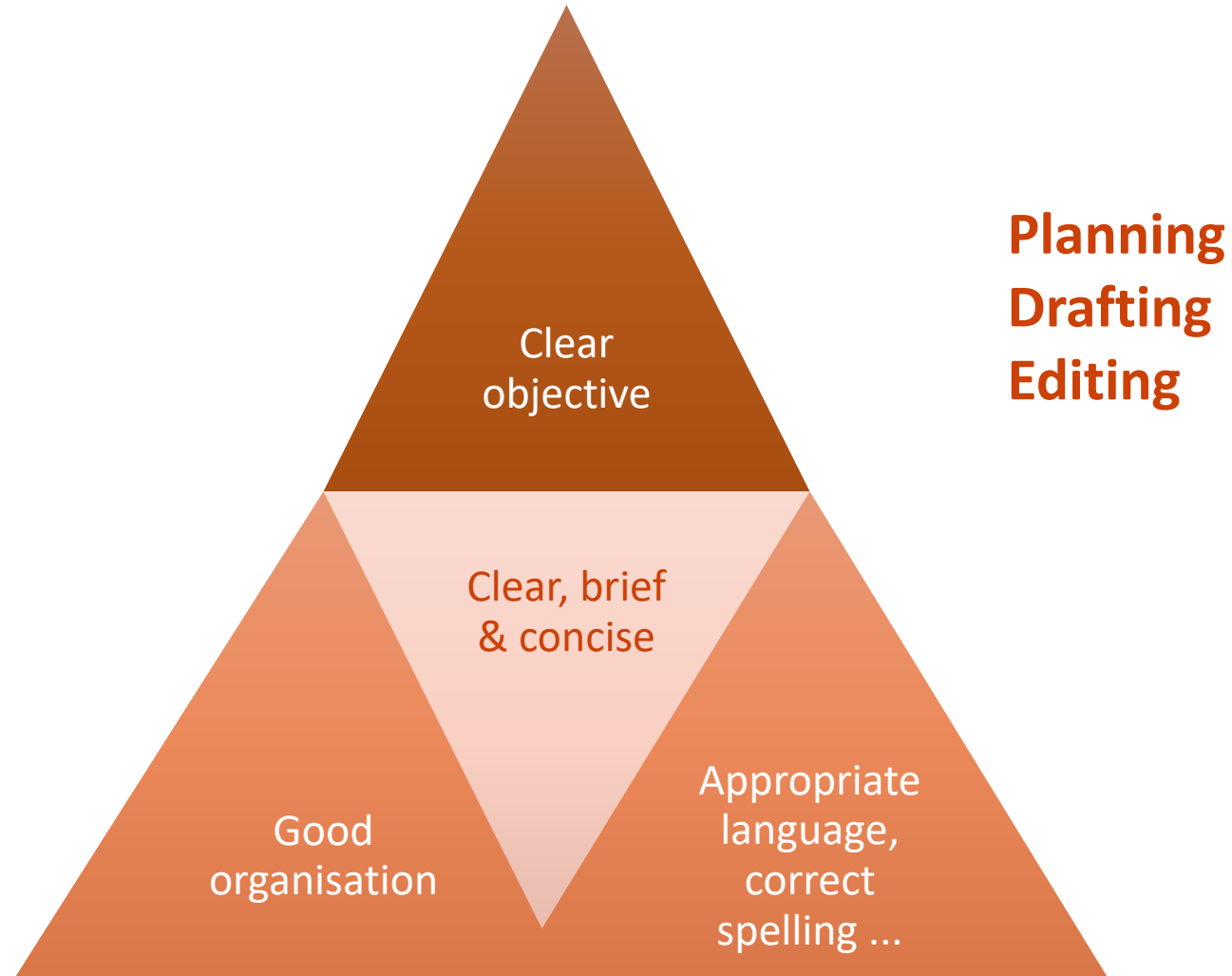
Gantt chart



PERT (Program Evaluation Review Technique) chart



Some hints on proposal writing



Some hints on concise writing and editing

- Reduce unnecessary words
- Get rid of meaningless phrases
- Avoid nominalisations, use verbs
- Use the active voice
- Take care of the design and layout (text, graphs, tables)

Final reflections

- To whom is the proposal addressed? Who is evaluating the proposal?
- Whom could I ask to read the proposal from an outside perspective?
- What other resources could I use to improve my proposal?