

Workshop

PROJECT DESIGN + PROPOSAL WRITING

DAY 1		DAY 2	
DEVELOPING OBJECTIVES, BRAINSTORMING A PLAN, & STARTING PROPOSAL OUTLINES		COMPLETING PROPOSAL OUTLINES, SHARING FEEDBACK, & “2 MINUTE PITCH”	
1	Welcome & Introduction	Proposal Outlines: <i>Methods</i>	8
2	Identifying Project Goals	Proposal Outlines: <i>Expected Outcomes</i>	9
3	Developing Objectives	Proposal Outlines: <i>Risks</i>	10
4	Brainstorming Project Plan	Proposal Outlines: <i>M&E</i>	11
5	Overview of Proposal Writing	Walkabout Session	12
6	Proposal Outlines: <i>Introductions</i>	Sell Your Project! 2 Minute Pitch	13
7	Q&A, Discussion	Feedback on Training, Q&A, Discussion	14

for **CEPF**
December 10-11, 2018
Chatrium Hotel, Yangon

Training by:



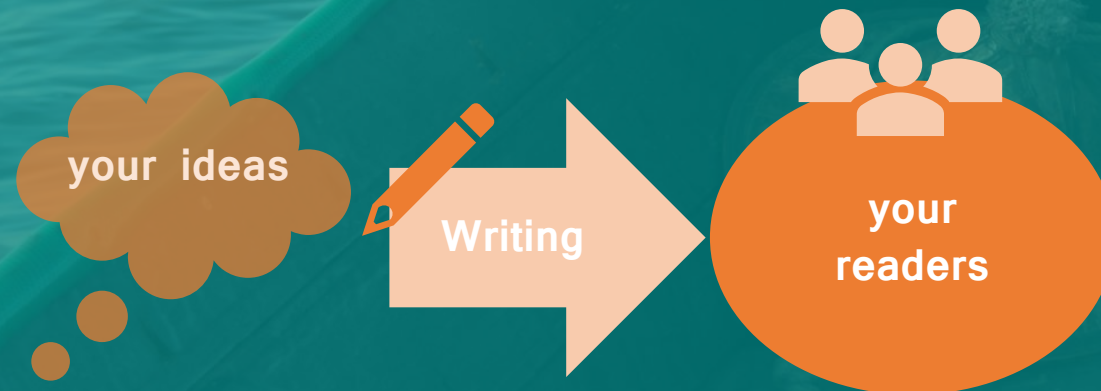
- TELL A STORY ABOUT YOUR PROJECT
- GUIDE YOUR READERS THROUGH YOUR PROJECT
- KEEP IT CLEAR & FOCUSED

→ What is your Project Goal

→ Why is your Project Goal interesting or important

→ How will you achieve your Project Goal (When, Where, etc.)

Warm-up
Exercise



Keep proposal reviewers in mind:

- Will they think this is important, interesting, and clear?
- Will they understand what we want to do and why?
- Will they think that your team is qualified to do this work?

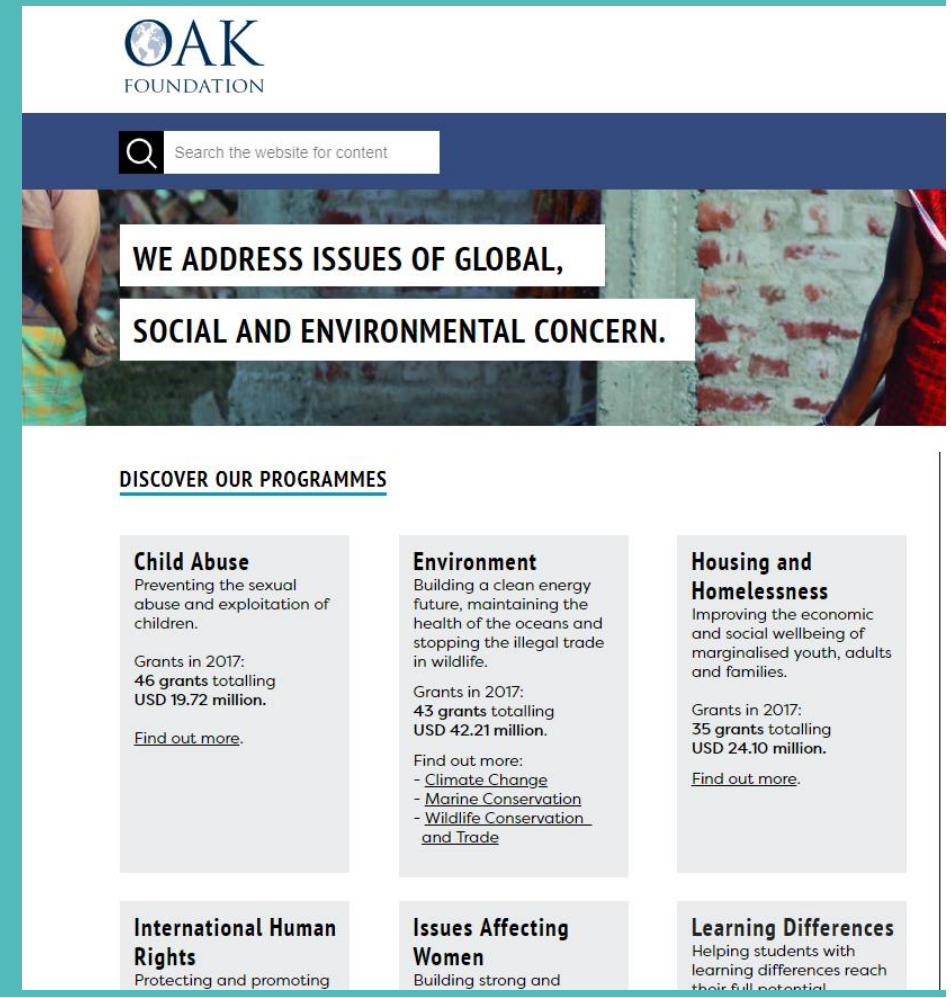
PROPOSALS = A way to advertise/sell your Project Idea to Reviewers

- Think of your audience!
- What do they need to know?
- What kind of work do they want to support?

→ *This project will be a good use of their money*

→ *It is related to causes or topics that are important to this donor, organization, or department*

→ *It will contribute to their mission, to their goals*



YOUR MESSAGE

- There is a **need** for this project
- This project will use **an appropriate approach** and a **qualified team**
- This project will be **important and/or interesting**

1

what will you do?

why will you do it?

how will you do it?

what might you achieve?

**why would it be important or
interesting?**

A strong proposal is based on:

1. Well-defined project goal that addresses a need/problem
2. Clear objectives that contribute to the project goal
3. Clear plan for achieving the objectives
4. Persuasive explanation of why achieving these objectives & project goal is important, useful, interesting

1

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1

what will you do?

why will you do it?

how will you do it?

what might you achieve?

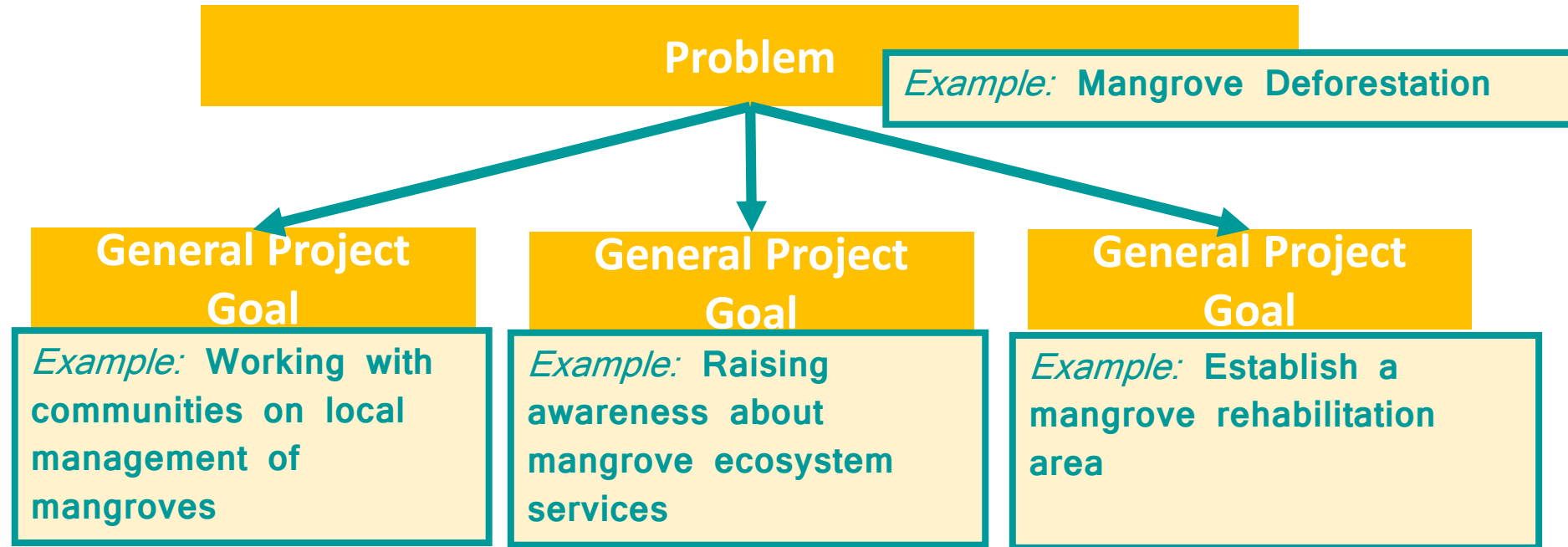
why would it be important or interesting?

Identify Target
Needs/Problems
+
Form Groups

From PROBLEM to GOAL

BRAINSTORM

BRAINSTORM



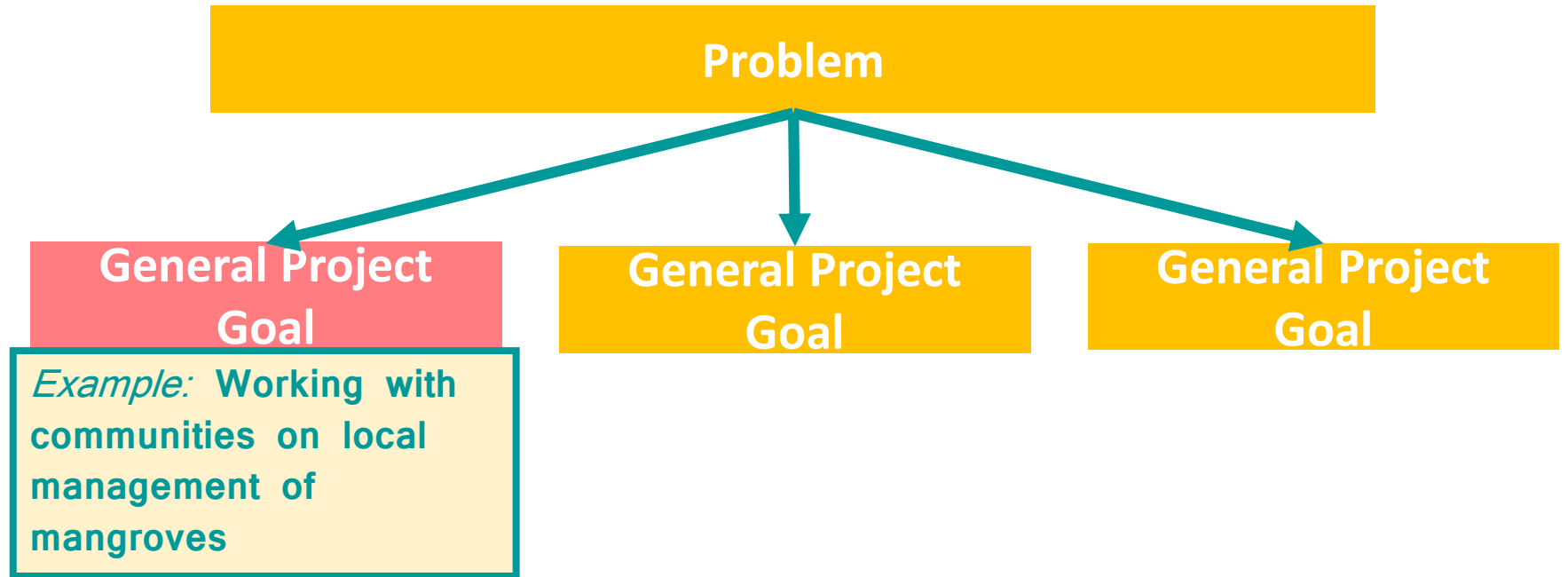
From PROBLEM to GOAL

BRAINSTORM

BRAINSTORM

FOCUS

2



From PROBLEM to GOAL

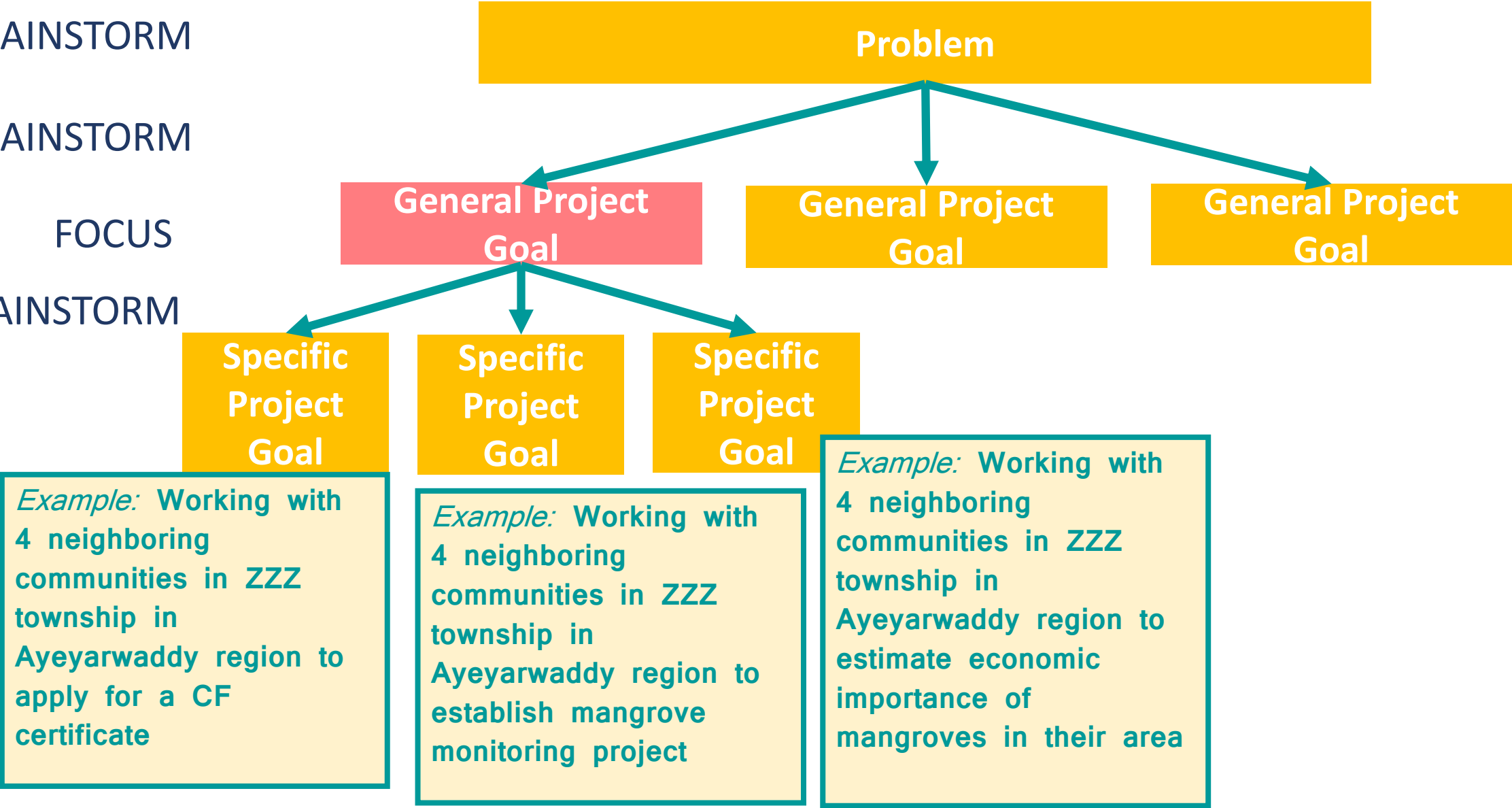
BRAINSTORM

BRAINSTORM

FOCUS

2

BRAINSTORM



From PROBLEM to GOAL

BRAINSTORM

BRAINSTORM

FOCUS

BRAINSTORM

FOCUS

Problem

General Project Goal

General Project Goal

General Project Goal

Specific Project Goal

Specific Project Goal

Specific Project Goal

Example: Working with 4 neighboring communities in ZZZ township in Ayeyarwaddy region to establish mangrove monitoring project

From PROBLEM to GOAL

BRAINSTORM

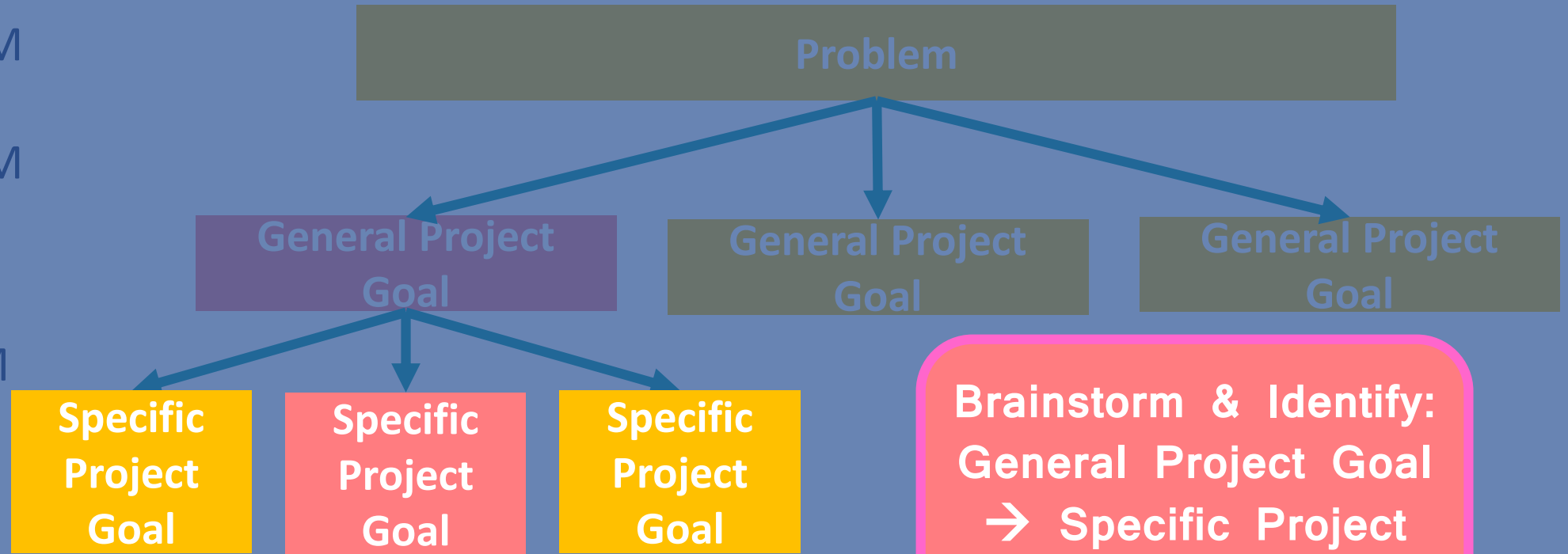
BRAINSTORM

FOCUS

2

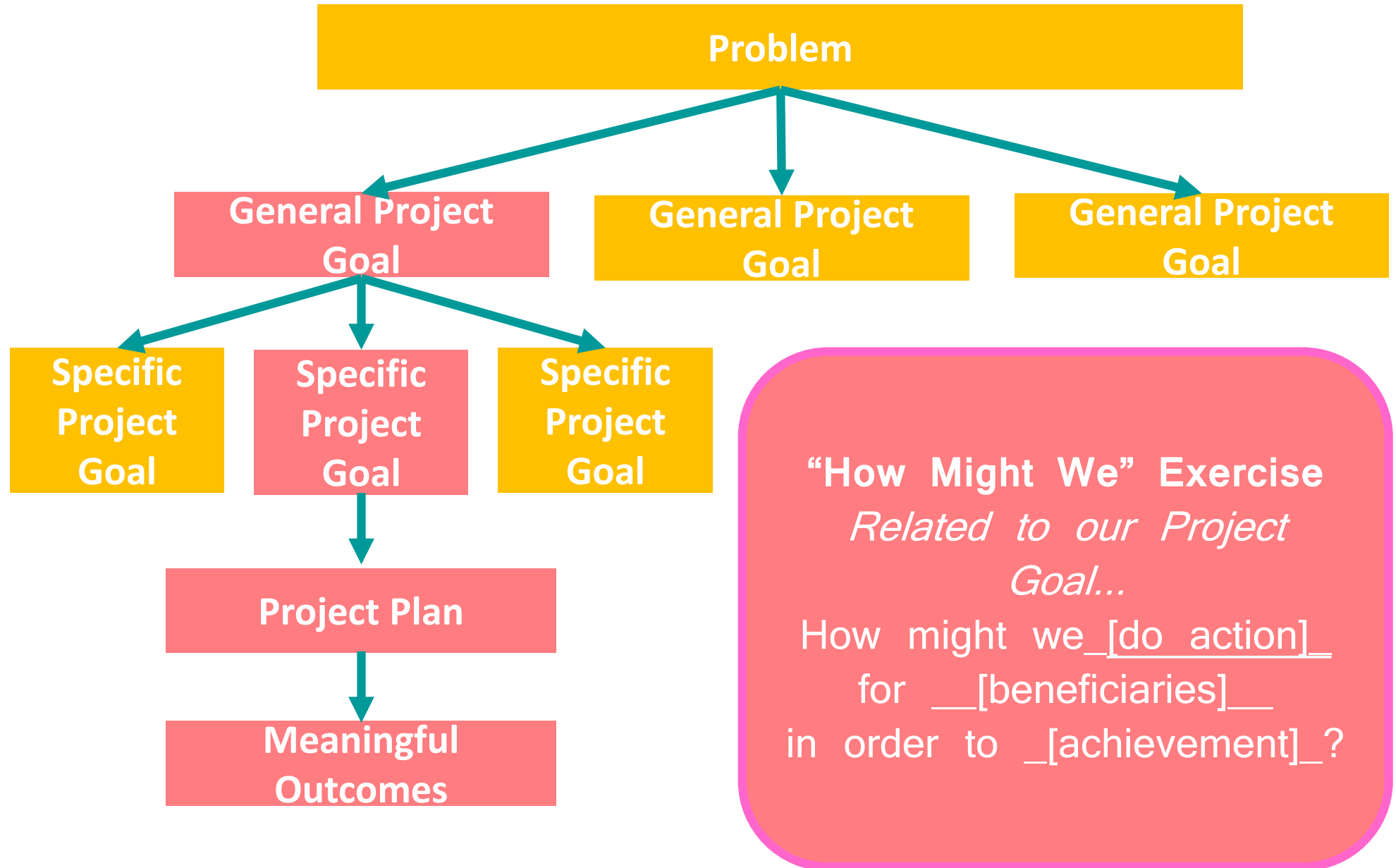
BRAINSTORM

FOCUS



A good project goal is:

1. Clear
2. Focused (but not too narrow)
3. Achievable through a specific project
4. Outcomes will be meaningful, interesting, important, useful



From PROBLEM to GOAL...to Project Plan

why will you do it?

Problem

General Project
Goal

General Project
Goal

General Project
Goal

Specific
Project
Goal

Specific
Project
Goal

Specific
Project
Goal

Project Plan

Objectives

what will you do?

Methods

how will you do it?

Meaningful
Outcomes

what might you achieve?

why would it be important
or interesting?

From PROBLEM to GOAL...to Project Plan

why will you do it?

Problem

General Project Goal

General Project Goal

General Project Goal

Specific Project Goal

Specific Project Goal

Specific Project Goal

Project Plan

Meaningful Outcomes

Objectives

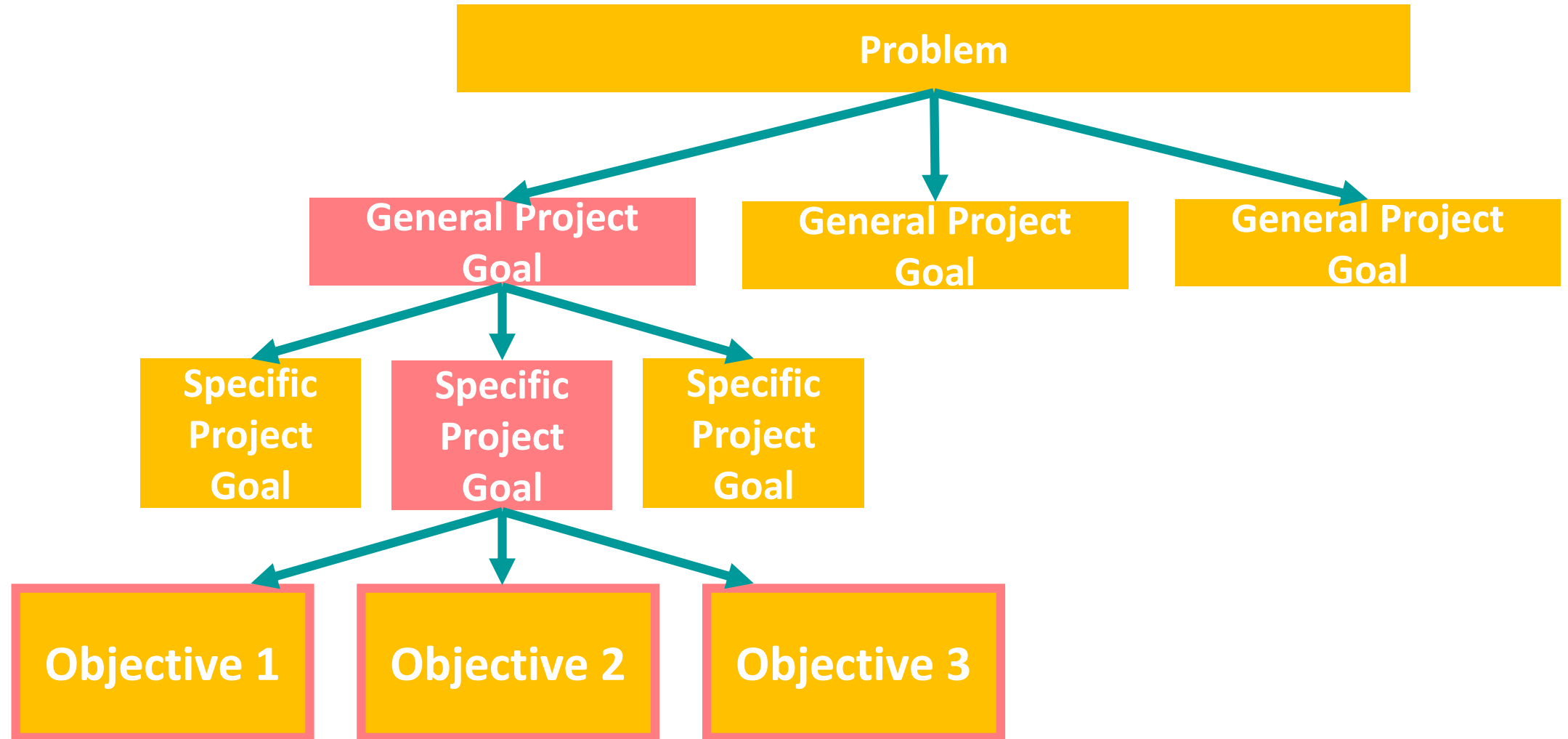
Methods

what will you do?

how will you do it?

what might you achieve?

why would it be important or interesting?



S

Specific

Provide a clear description of what needs to be achieved.

M

Measurable

Include a metric with a target that indicates success.

A

Achievable

Set a challenging target, but keep it realistic.

R

Relevant

Keep your goal consistent with higher-level goals.

T

Time-bound

Set a date for when your goal needs to be achieved.

DEFINE YOUR OBJECTIVES:

3-5 “SMART” Objectives that:

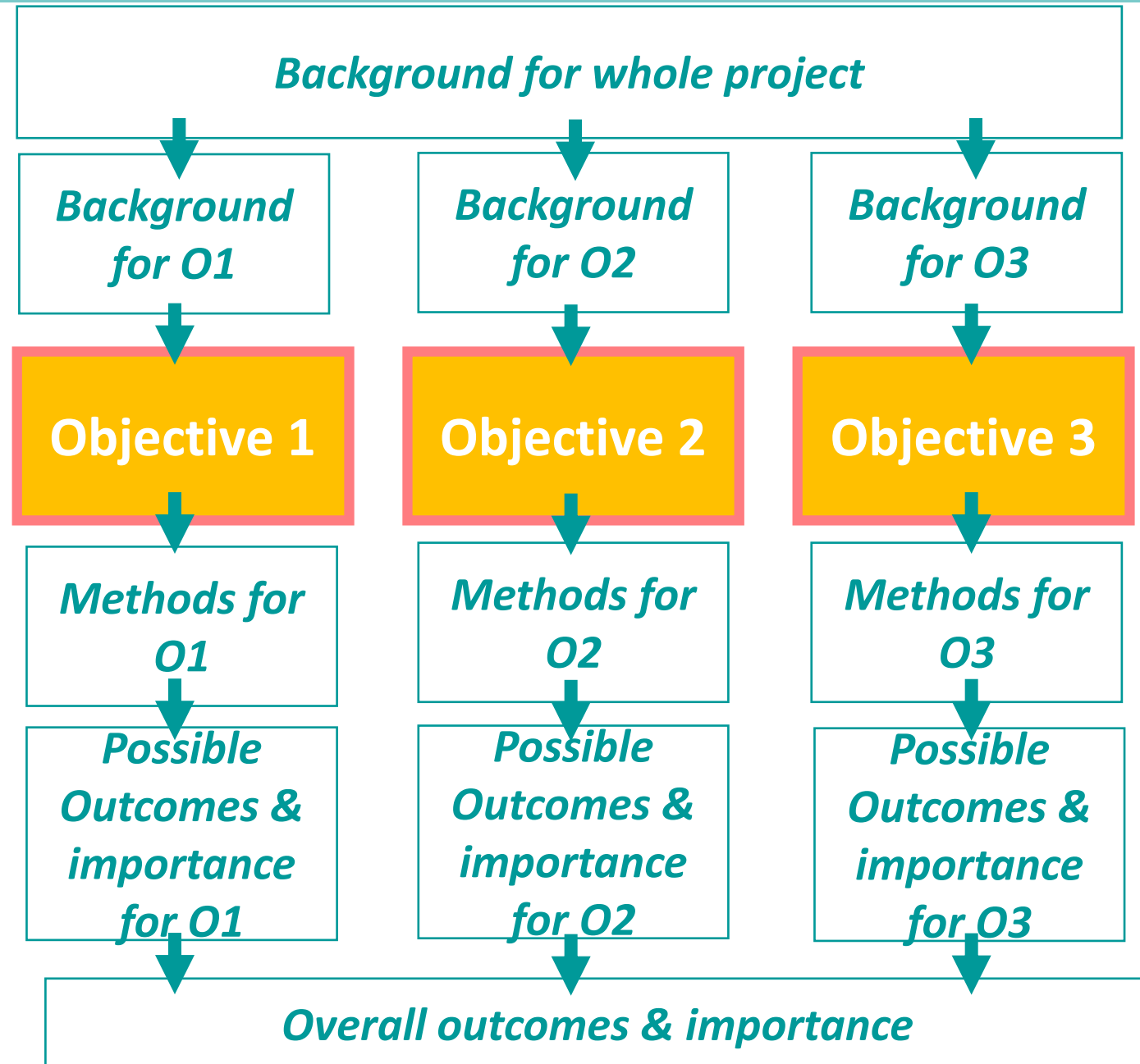
- Contribute to the Project Goal
- Can be achieved by the Project

perdoo

DEFINE YOUR OBJECTIVES:

For each objective: Explain how it is connected/linked to your Project Goal

OBJECTIVES as the basis for our Proposal Outlines today



INTRODUCTION TO PROPOSAL STRUCTURE: The “Flow” of a Good Proposal

5

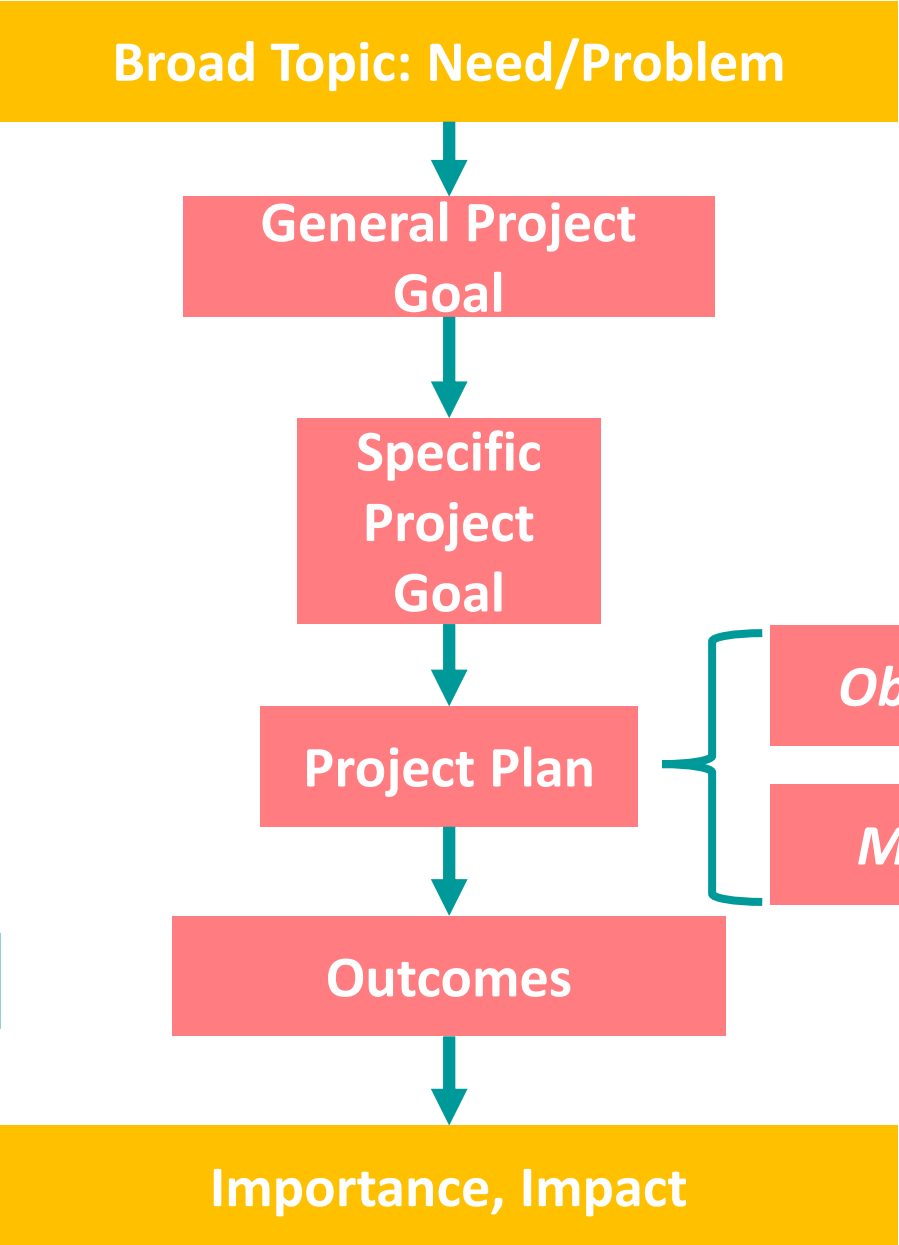
why will you do it?

what will you do?

how will you do it?

what might you achieve?

why would it be important or interesting?



Your proposal should lead the reader through these steps

Make clear connections between each step!!!

INTRODUCTION TO PROPOSAL STRUCTURE: The “Flow” of a Good Proposal

Your proposal should lead the reader through these steps

Make
clear connections
between each step!!!

Broad Topic: Need/Problem

General Project Goal

Specific Project Goal

Project Plan

Outcomes

Importance, Impact

- What is the broad problem/topic that you are interested in, for this project?
- Why is it interesting?

- What will you focus on, within this broad problem/topic?
- Why is this focus area interesting?
- What is your project goal?

- What, specifically, do you want to do & achieve with your project?
- How does this relate to your project goal?

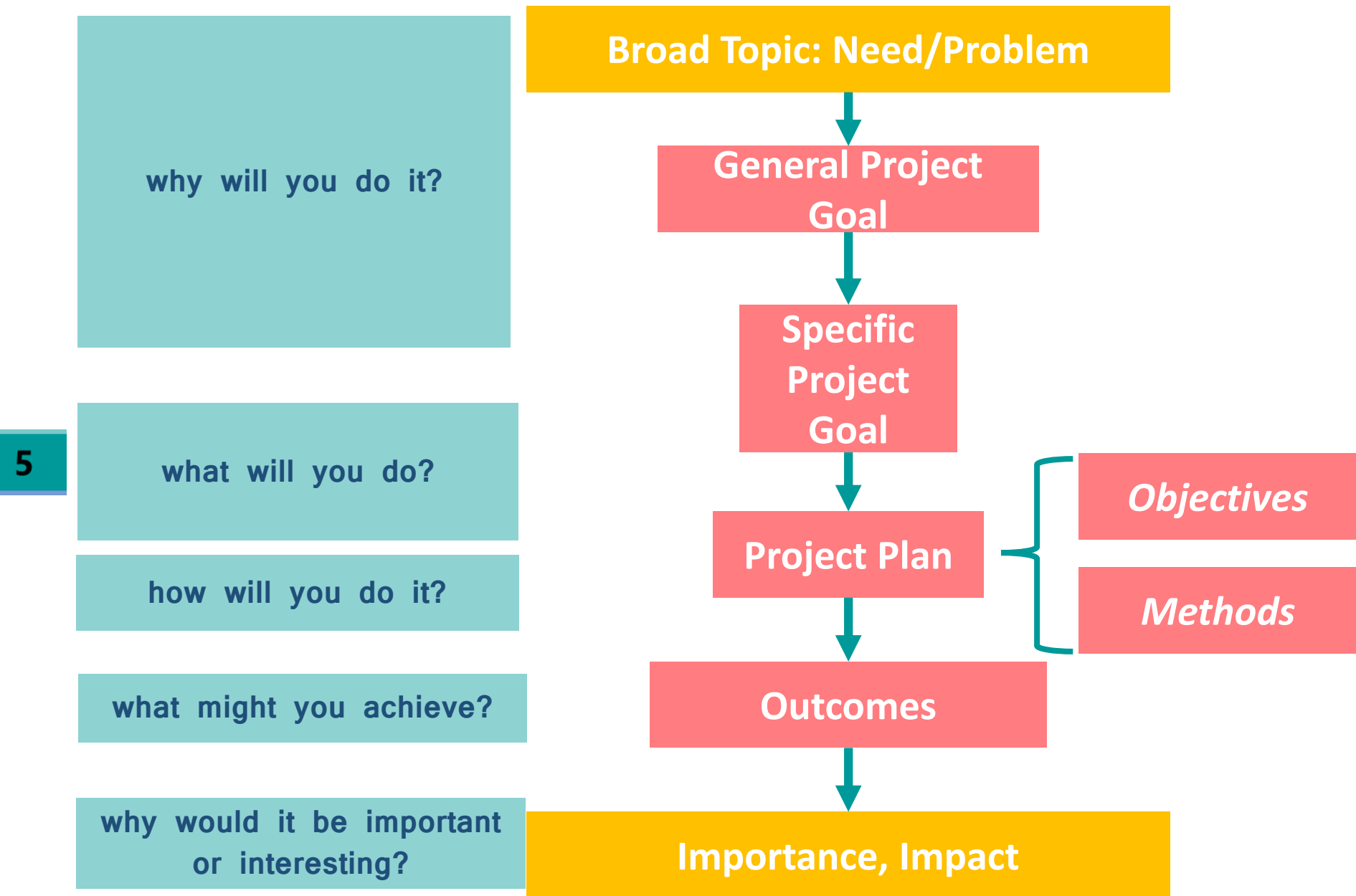
Objectives

Methods

- How will your methods allow you to achieve your objectives?
- Are your methods appropriate for this project?

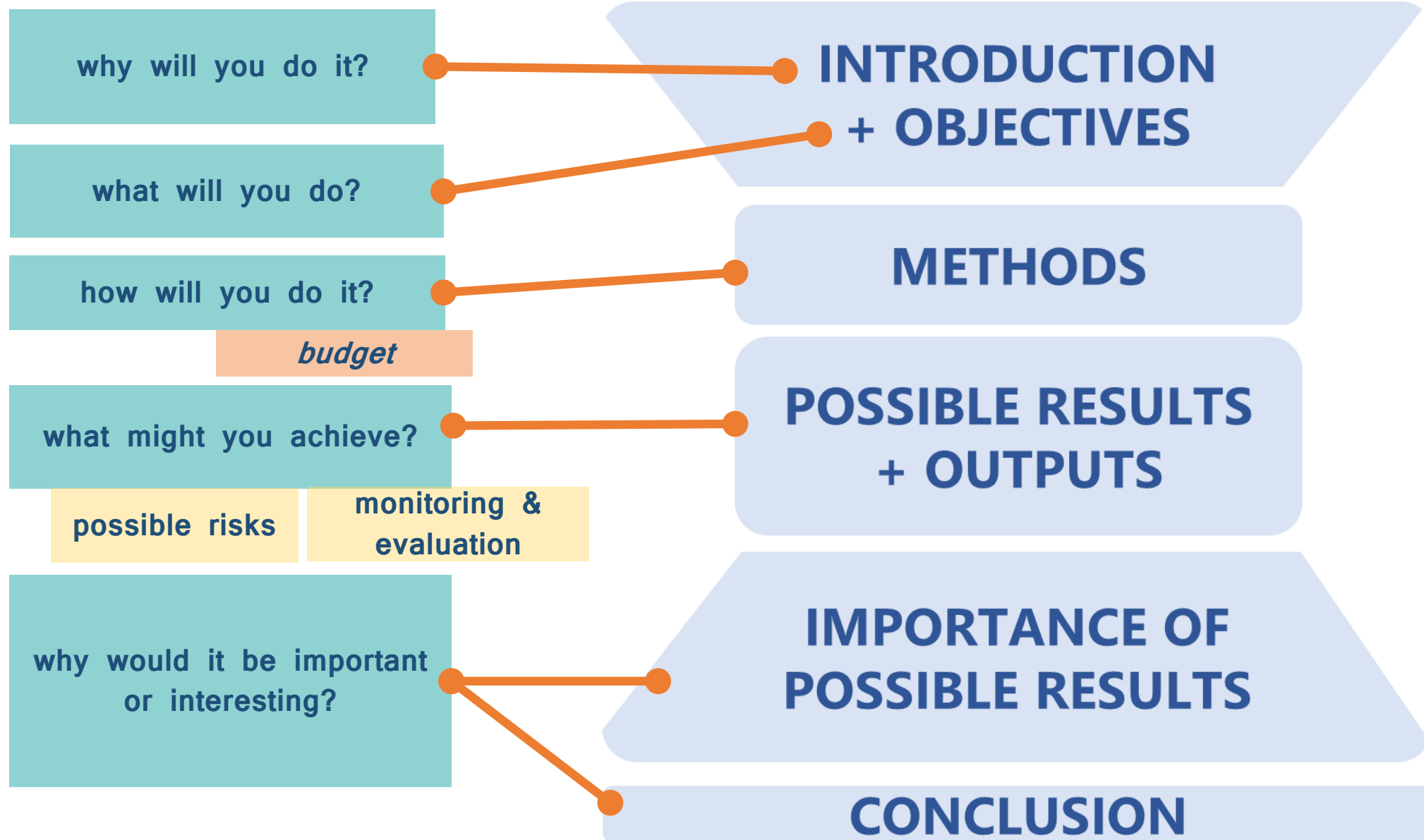
- What will your project achieve and/or produce?
- How will achieving your objectives help you reach your project goal(s)?
- How will this help address the main problem/topic?
- What contributions will this project make?

INTRODUCTION TO PROPOSAL STRUCTURE: The “Flow” of a Good Proposal

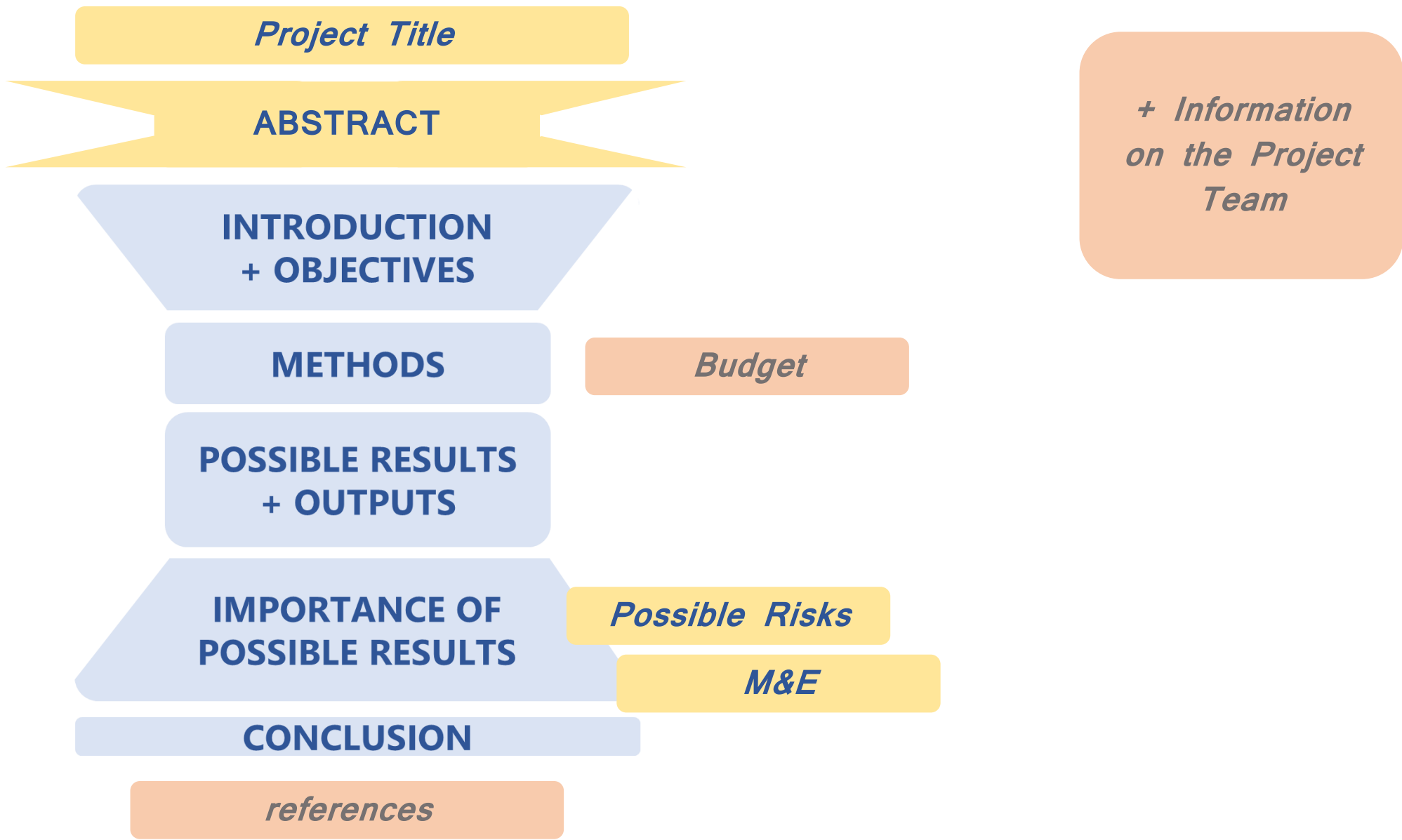


INTRODUCTION TO PROPOSAL STRUCTURE

5



INTRODUCTION TO PROPOSAL STRUCTURE: Other Common Sections



There are MANY different types of Proposals... But most will have similar sections to this

why will you do it?

INTRODUCTION + OBJECTIVES

+ Be sure to adapt your proposed project to the interests/focus areas of the donor/foundation/organization/department

how will you do it?

budget

what might you achieve?

POSSIBLE RESULTS + OUTPUTS

possible risks

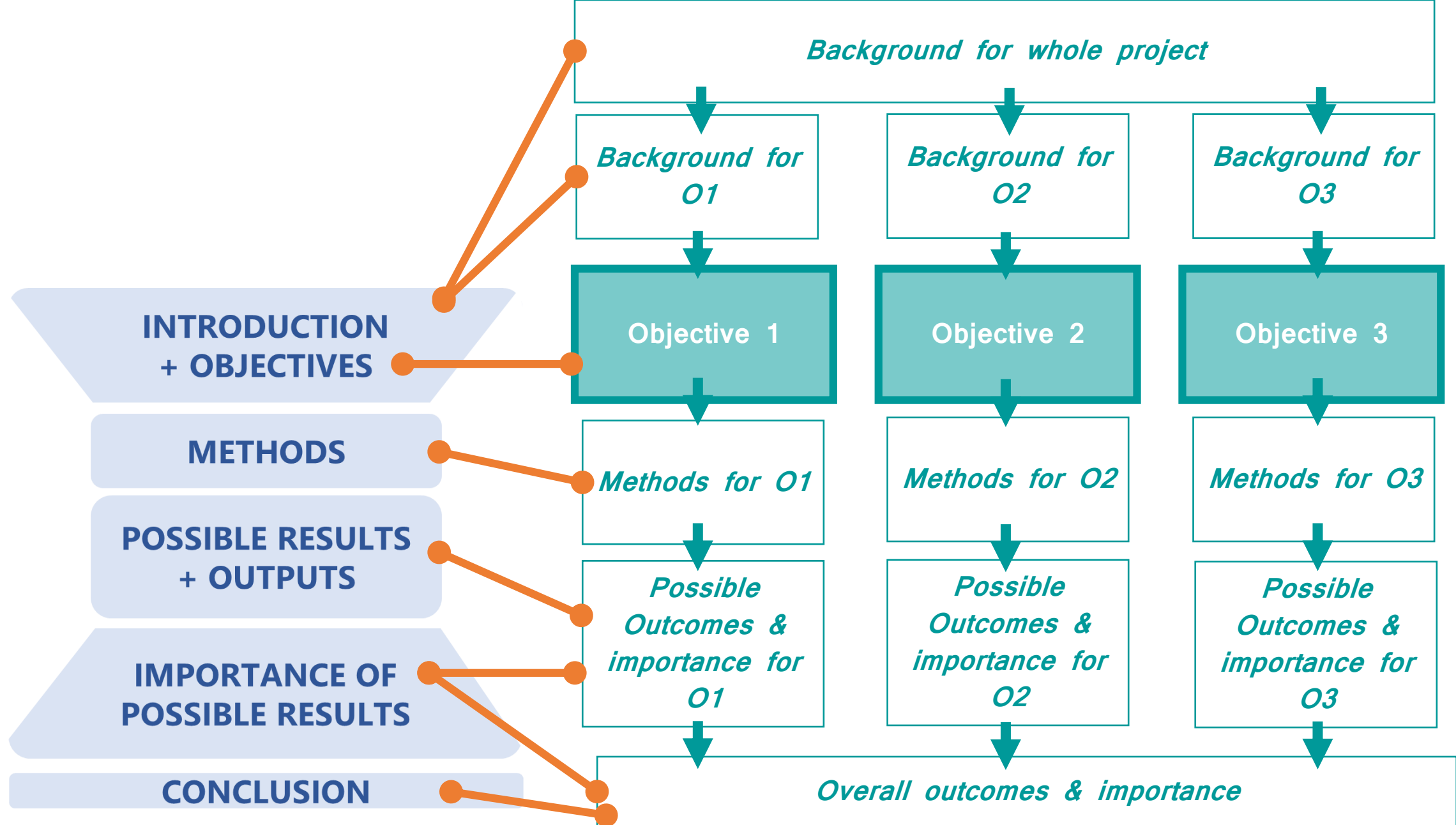
monitoring &
evaluation

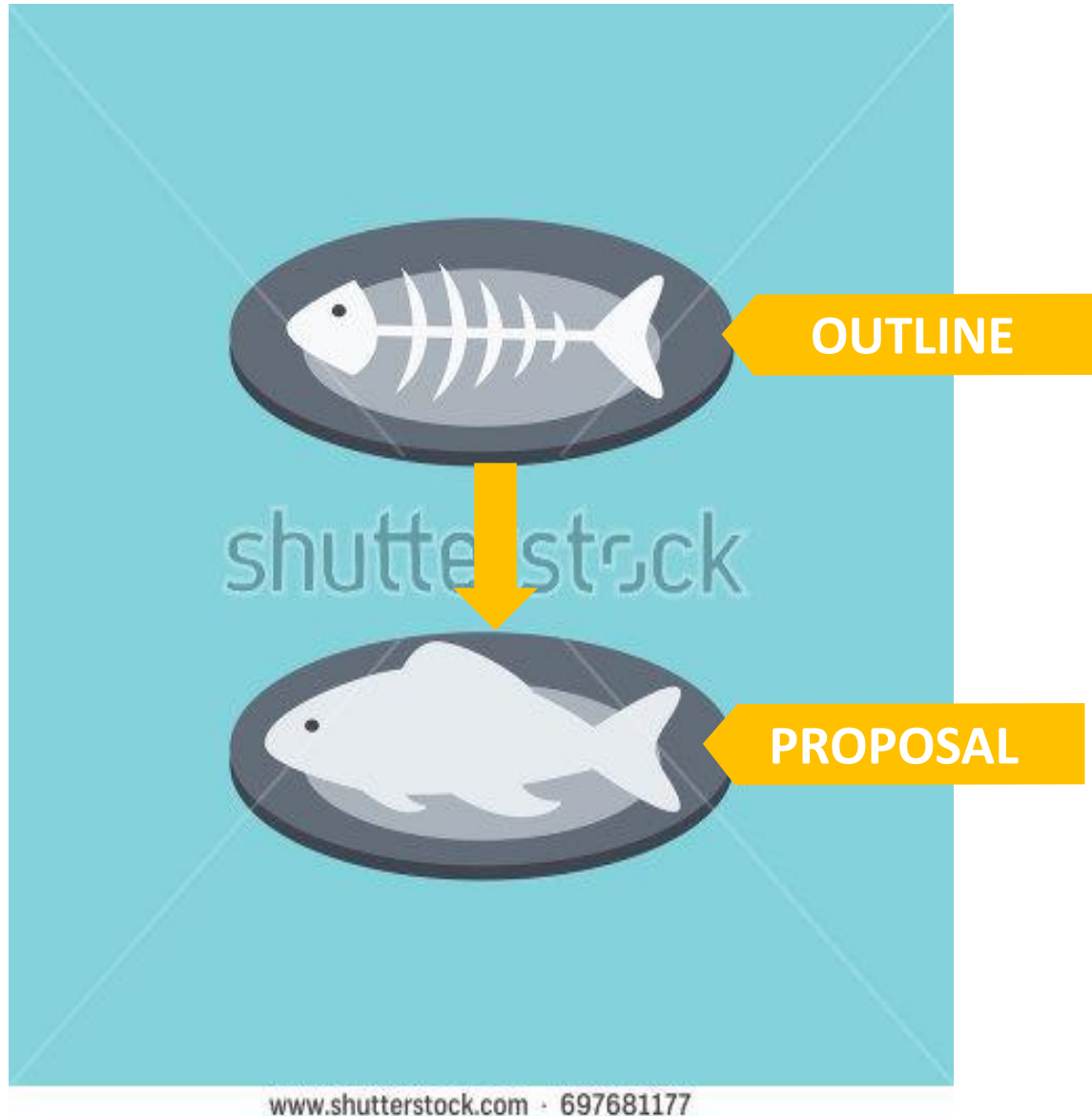
why would it be important
or interesting?

IMPORTANCE OF POSSIBLE RESULTS

CONCLUSION

PROPOSAL OUTLINES: Overview of Objectives-Based Outline





Make a “Skeleton” for your Proposal:

1. List main sections
2. In each section, list main ideas
3. Fill in the details

Example:

1. Introduction

- a. Main Problem: Deforestation of Mangroves
- b. Importance of mangroves: their ecosystem services
- c. Mangrove deforestation in Myanmar
 - Causes
 - Trends
 - Impacts
- d. Mangroves in Ayeyarwaddy Region
 - Importance of mangroves in this area
- e. Project goal, and link to our organization

2. Objectives

...

+ What more do you need to know to improve your project plan?
→ BACKGROUND RESEARCH

**INTRODUCTION
+ OBJECTIVES**

METHODS

**POSSIBLE RESULTS
+ OUTPUTS**

**IMPORTANCE OF
POSSIBLE RESULTS**

CONCLUSION

why will you do it?

what will you do?

Set the stage!

Why is our Project Idea important?

Provide background on the topic

- Go from “broad” to “narrow” - from Problem to Project Goal
- Establish rationale for your Objectives

Broad Topic: Need/Problem

**General Project
Goal**

**Specific
Project
Goal**

Stay focused - do not overwhelm the reader with too much information!

INTRODUCE THE BROAD TOPIC/PROBLEM

What is the problem?

What are top needs/priority areas to address it?

GIVE BACKGROUND ON THE SPECIFIC FOCUS OF YOUR PROJECT

Why is this focus area important?

Why did you choose this focus area?

What are the top needs/priority areas within this focus?

How does this link to interests/priorities of the grant?

BRIEFLY DESCRIBE YOUR PROJECT'S SPECIFIC GOAL

Brief overview of your project goal + Links to your organization's qualifications/experience/interest

**INTRODUCTION
+ OBJECTIVES**

METHODS

**POSSIBLE RESULTS
+ OUTPUTS**

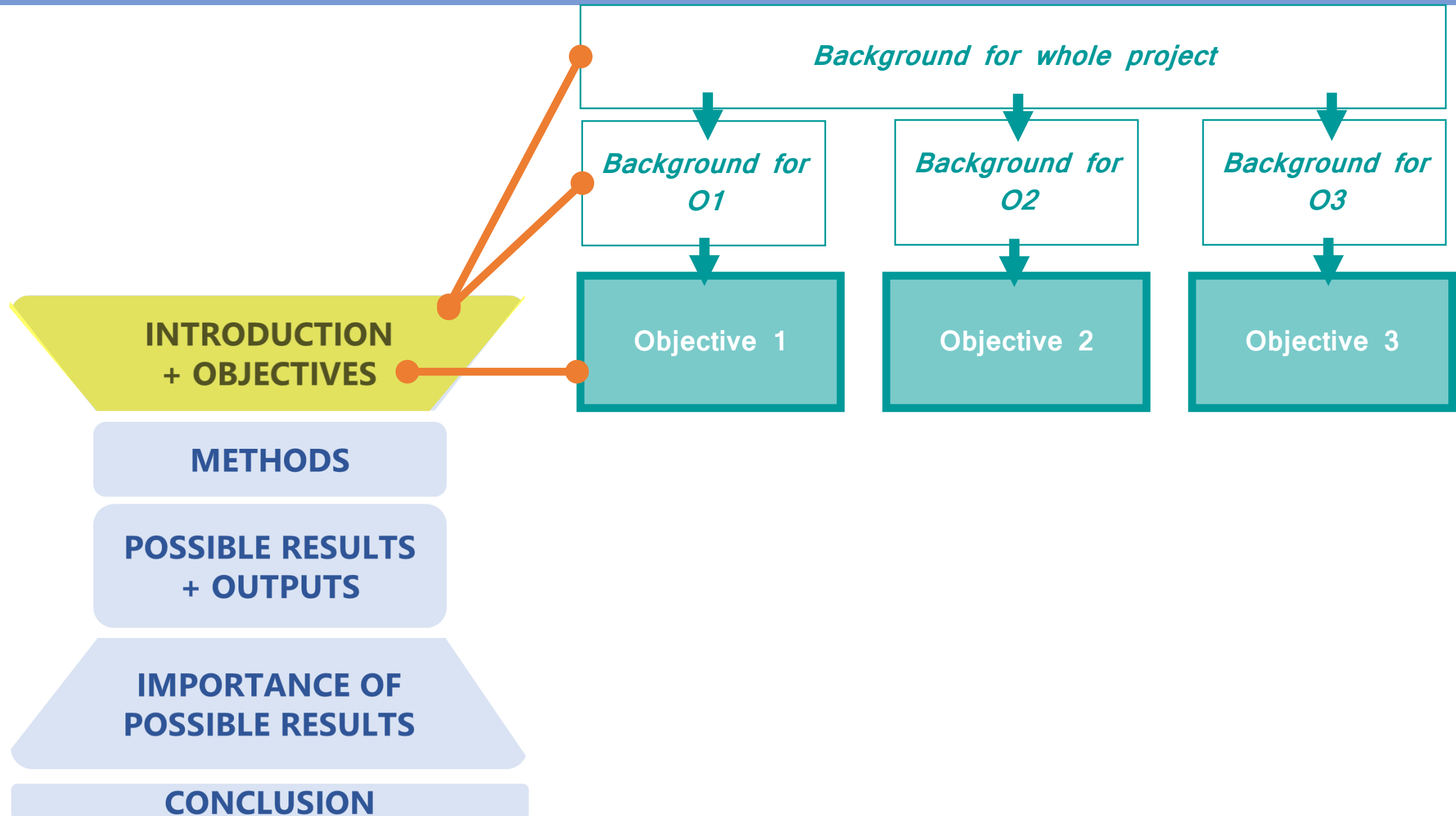
**IMPORTANCE OF
POSSIBLE RESULTS**

CONCLUSION

**What does the Reviewer
need to know, in order to
understand your proposal?**

**Why would the Reviewer
be interested in your
project?**

PROPOSAL SECTIONS: Introduction/Background



OUTLINE YOUR INTRODUCTIONS

1. **Broad:** Make an outline + for the “big picture,” broad introduction of the Problem, + Project Goal
 - Go from **broad** to **focused**
 - Include link to 3 **Sustainable Development Goals**
 - Add cards with background information to fill in your outline
2. **Focused:** For each Objective, make an outline + add cards with background information for that objective

Background for whole project

1. Main Problem: Deforestation of Mangroves



2. Importance of mangroves: their ecosystem services



3. Mangrove deforestation in Myanmar



4. How mangrove conservation is linked to 3 SDGs



5. Project Goal



Background for O1

Why is O1 important?



How is O1 related to Project Goal, Main Problem?



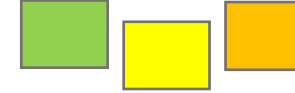
Objective 1

Background for O2

Why is O2 important?



How is O2 related to Project Goal, Main Problem?



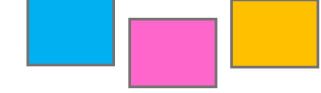
Objective 2

Background for O3

Why is O3 important?



How is O3 related to Project Goal, Main Problem?



Objective 3

OUTLINE YOUR INTRODUCTIONS

1. **Broad:** Make an outline + for the “big picture,” broad introduction of the Problem, + Project Goal
 - Go from **broad** to **focused**
 - Include link to 3 **Sustainable Development Goals**
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2. **Focused:** For each Objective, make an outline + add cards with background information for that objective



Workshop

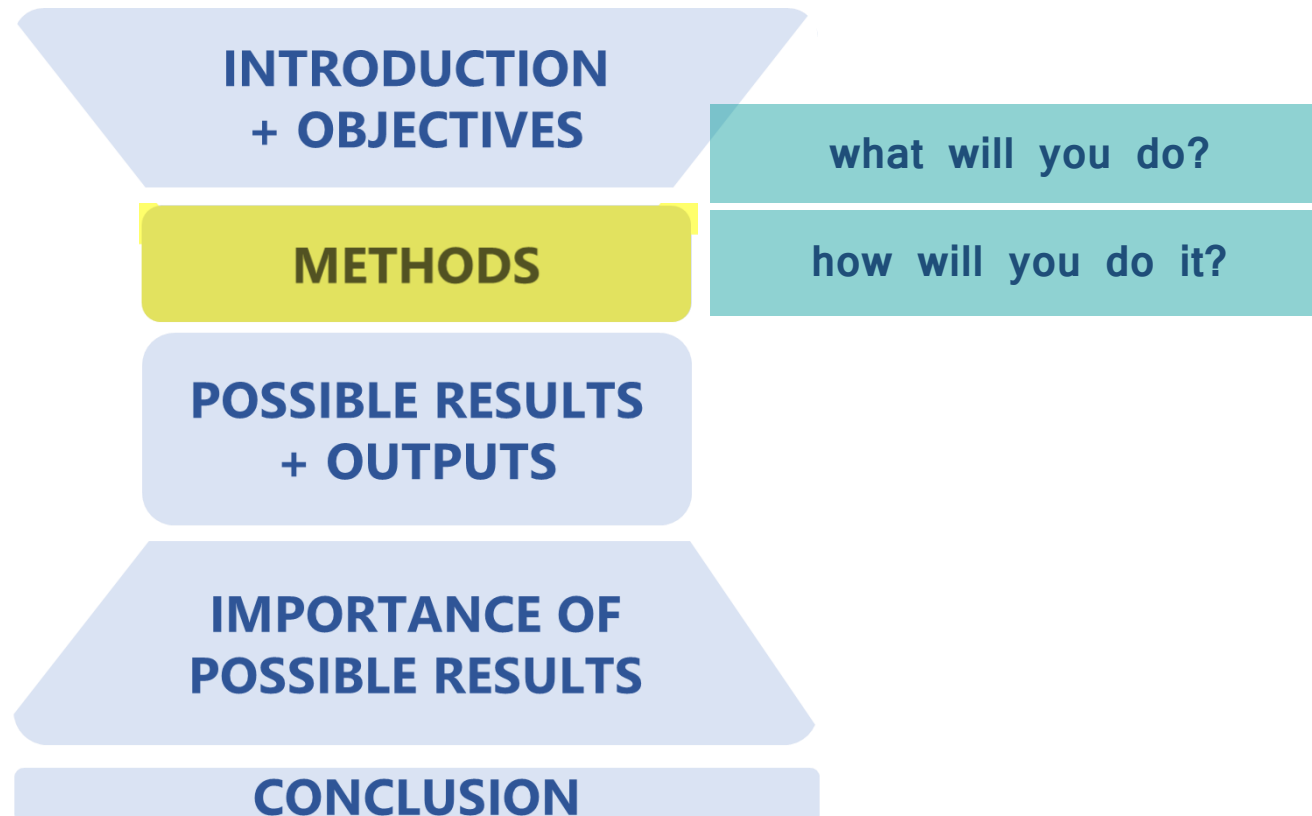
PROJECT DESIGN + PROPOSAL WRITING

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How you will achieve your objectives?

- When?
- Where?
- What approaches?
- If research: What field methods? What lab methods? What data analysis?
- Participants: How many? Who? How selected?
- What equipment/supplies?

*Provide justification for **why** you choose these methods*

The reviewer will assess if your proposed methods are appropriate

OUTLINE YOUR METHOD

1. For each Objective, make an outline for your methods
2. Write relevant information about your methods on the cards, and post the cards to fill the outline
3. Provide justification for your selected methods (why did you choose these methods?)

Be Clear and Specific

Show the Reviewer that you are qualified to do this project in the proper way!

Objective 1

Methods for O1

Location & why



Time (Months, Years) & Why



Approaches & Why



Participants - who, how selected, & Why



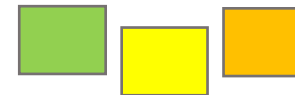
Objective 2

Methods for O2

Location & why



Time (Months, Years) & Why



Approaches & Why



Participants - who, how selected, & Why



Objective 3

Methods for O3

Location & why



Time (Months, Years) & Why

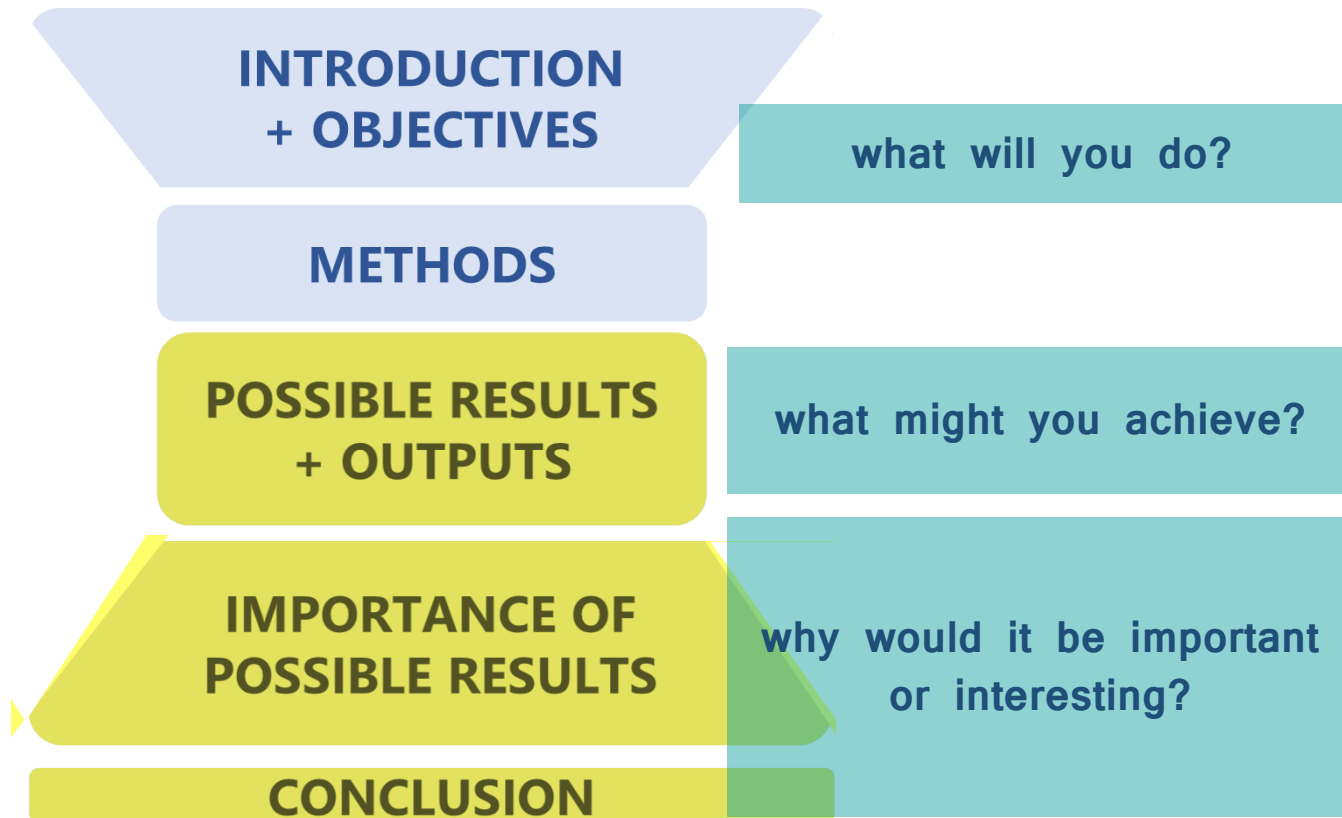


Approaches & Why



Participants - who, how selected, & Why





What are the anticipated **OUTCOMES, OUTPUTS, RESULTS, IMPACTS**, etc. of your proposed project?

Why are these outcomes **IMPORTANT** or **INTERESTING**?

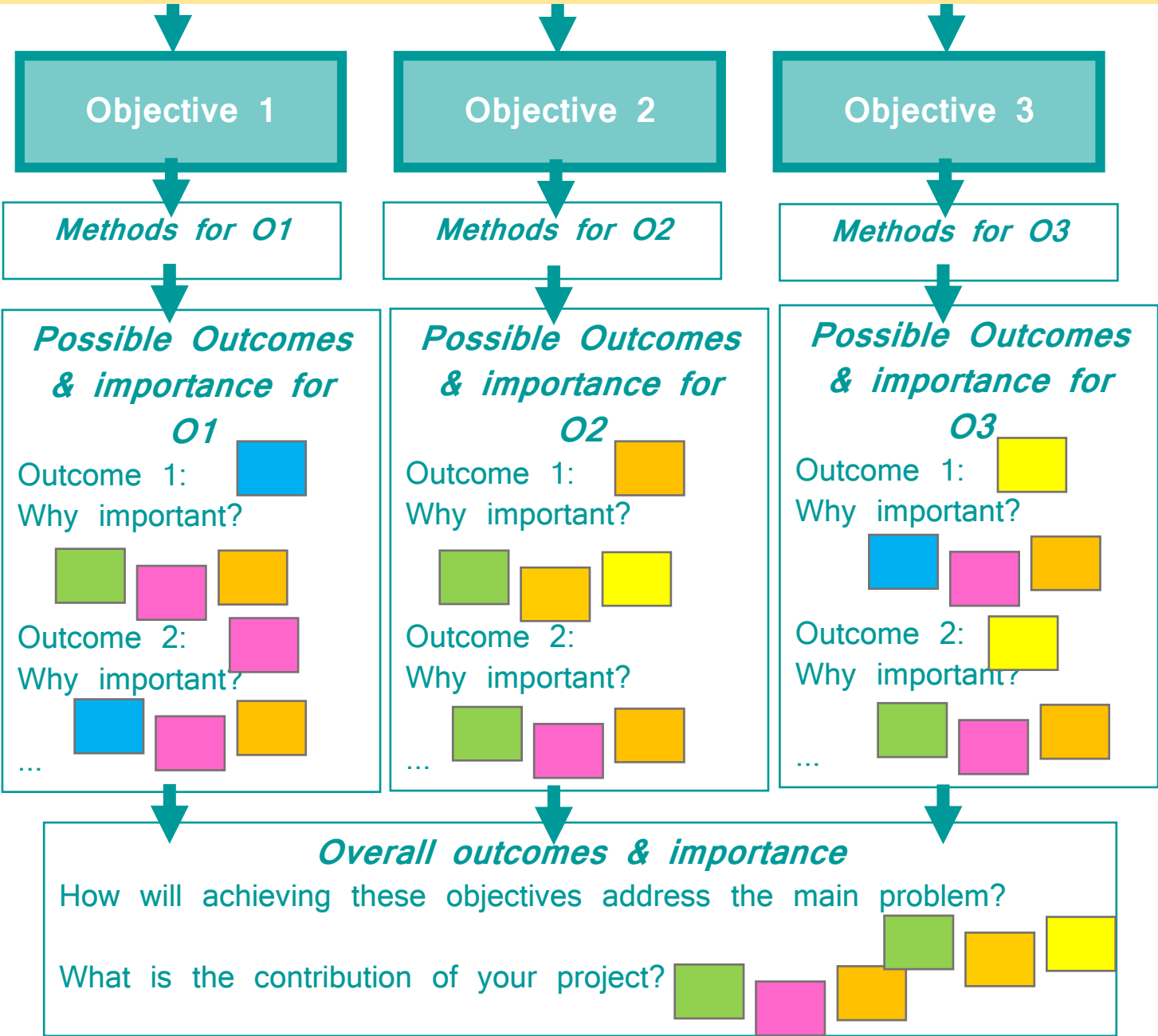
- What will your project's methods achieve and/or produce?
- How will achieving your objectives help you reach your project goal(s)?
- How will this help address the main problem/topic?
- What other contributions will this project make? → Link to specific interests/priority areas of the donor

OUTLINE YOUR
EXPECTED OUTCOMES
& SIGNIFICANCE

- 1. For each Objective, make an outline for your expected achievements/outcomes, and why these are important, interesting, or useful
- 2. For the Broad Topic, outline how your project's outcomes will contribute to the main problem/topic

Clear link between your Objectives, Methods, and Expected Outcomes

Clear link between your Expected Outcomes & Broad Problem



Even good projects have RISKS

- Many different types of risk; grants will likely specify the types of risk they want you to address
- Basically: What are possible risks that the proposed project...
 1. *Will not be able to achieve its objectives*
 2. *Will put its staff and/or participants at risk of harm (physical, mental, emotional), loss of livelihoods, etc.*
 - Including indigenous/ethnic groups, vulnerable populations, children
 3. *Will contribute to conflict among stakeholders*
 4. *Will harm the reputation of the organizations involved (many more examples)*

Possible Risks

A strong proposal will be **HONEST** about these risks, and will provide convincing explanation of how it will minimize, adapt to, or otherwise manage these risks

**INTRODUCTION
+ OBJECTIVES**

METHODS

**POSSIBLE RESULTS
+ OUTPUTS**

**IMPORTANCE OF
POSSIBLE RESULTS**

CONCLUSION

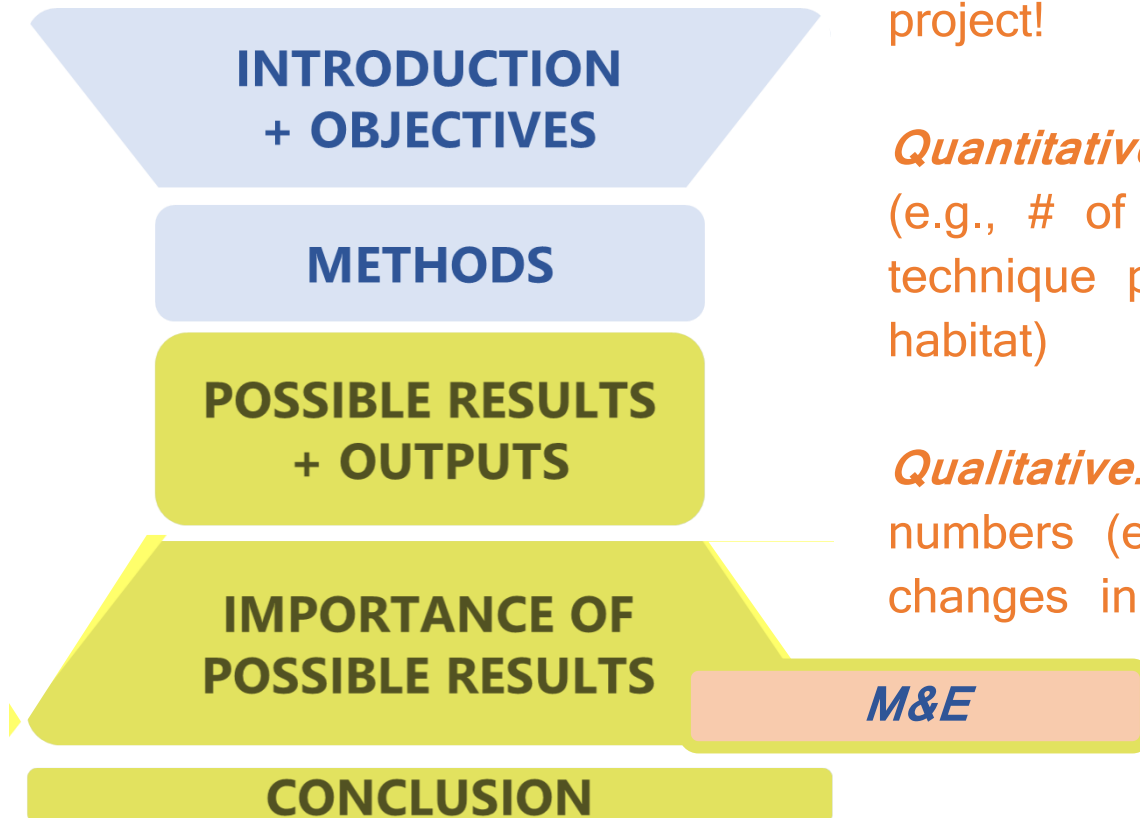
PROPOSAL SECTIONS: Monitoring & Evaluation

- How can you know if you have actually achieved your objectives?
- How can you know if your project has made a difference?
- How can you know if your project is having negative impacts and/or needs to be otherwise adapted/improved?

Monitoring & Evaluation - can be complex; we will only **briefly** review here. A critically important part of any project!

Quantitative: Numerical indicators of your project's impacts (e.g., # of people trained in & using mangrove planting technique properly; # of hectares of restored mangrove habitat)

Qualitative: Rich information that is difficult to measure with numbers (e.g., impacts on participants' sense of well-being; changes in perceptions about wildlife)

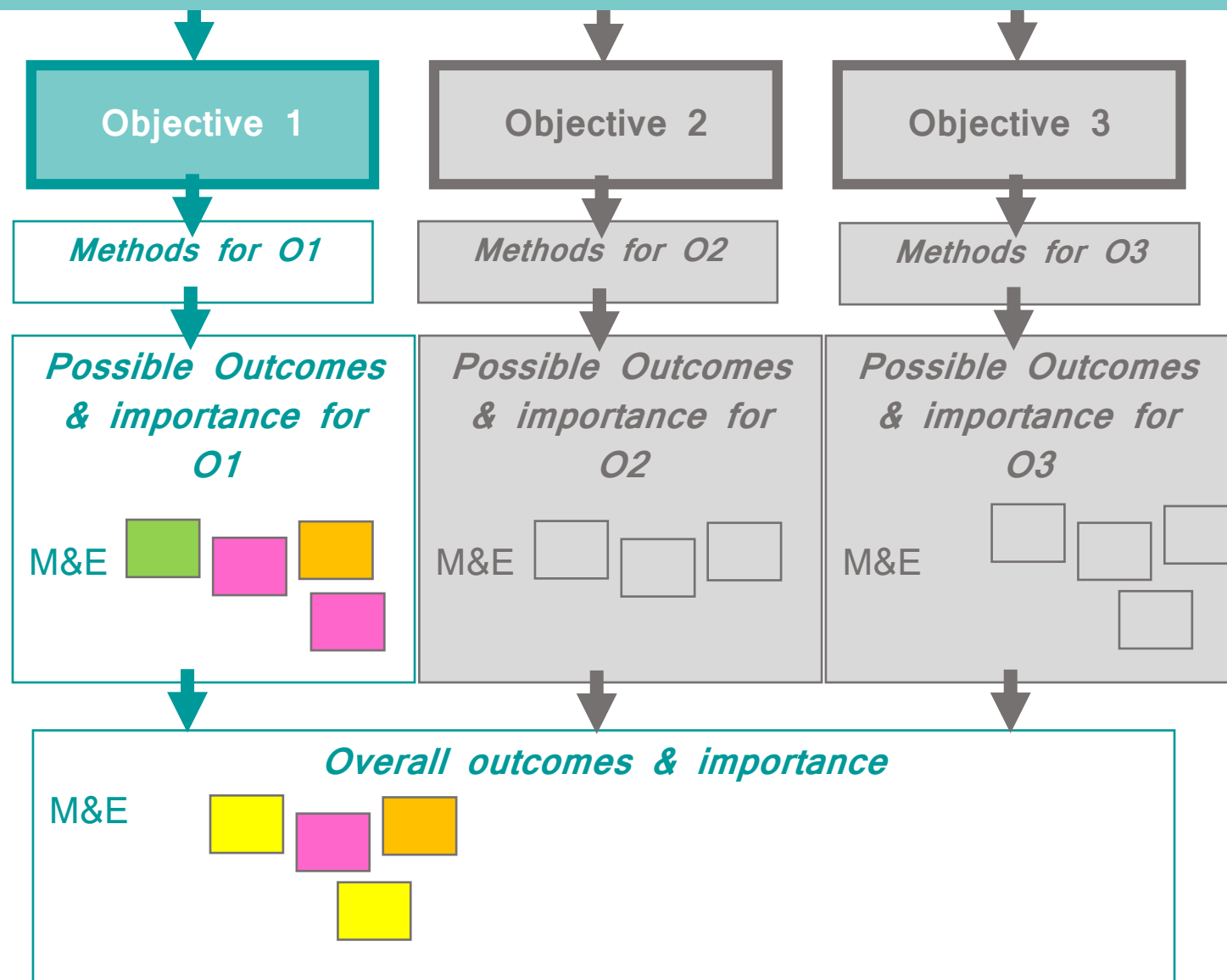


PROPOSAL SECTIONS: Monitoring & Evaluation

PRELIMINARY M&E PLAN

1. For One Objective, brainstorm how you will measure if the objective has been achieved
2. For the Overall Project, brainstorm how you will measure if the Project has succeeded & contributed to addressing the Main Problem

What you will measure
How you will measure it



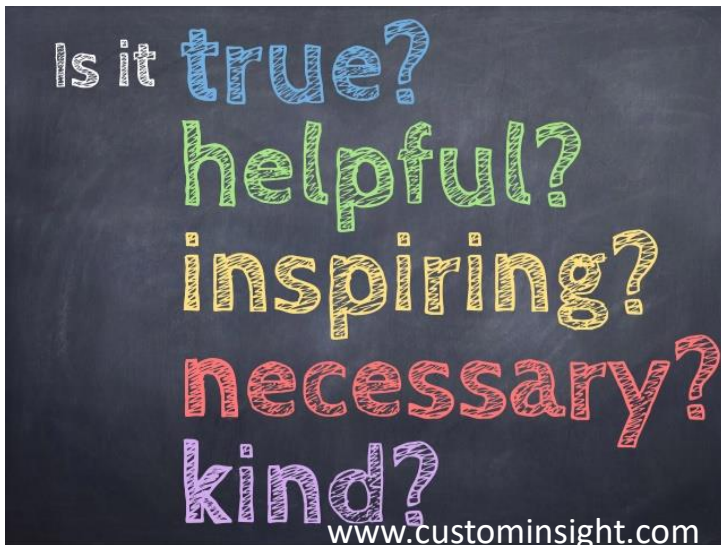
GIVING & RECEIVING FEEDBACK ON PROPOSALS

GIVING HELPFUL FEEDBACK:

- Give suggestions in a positive way
- Think “How can this be improved?” instead of “What is wrong with this?”
- Try to provide suggestions for *how* to improve
- Also include positive feedback - what do you like?
- Instead of just saying, “Good proposal,” give more useful feedback (Why is it good? How could it be better?)

RECEIVING FEEDBACK:

- Keep an open mind!
- It is OK to recognize that your work needs improvement!
- Think “How can my work be improved?” instead of “They don’t like my work!”
- Try to understand why the feedback was given
- *Sometimes, you will disagree with the feedback - but you should have a good reason why you do not use it!*



- Use CRITICAL THINKING to assess your own proposal & other proposals.
- How can this proposal have the greatest chance of success?
- “Kind” does not mean “only positive” - you can give corrections in a kind way!
- Give feedback in the way that you would like to receive feedback!

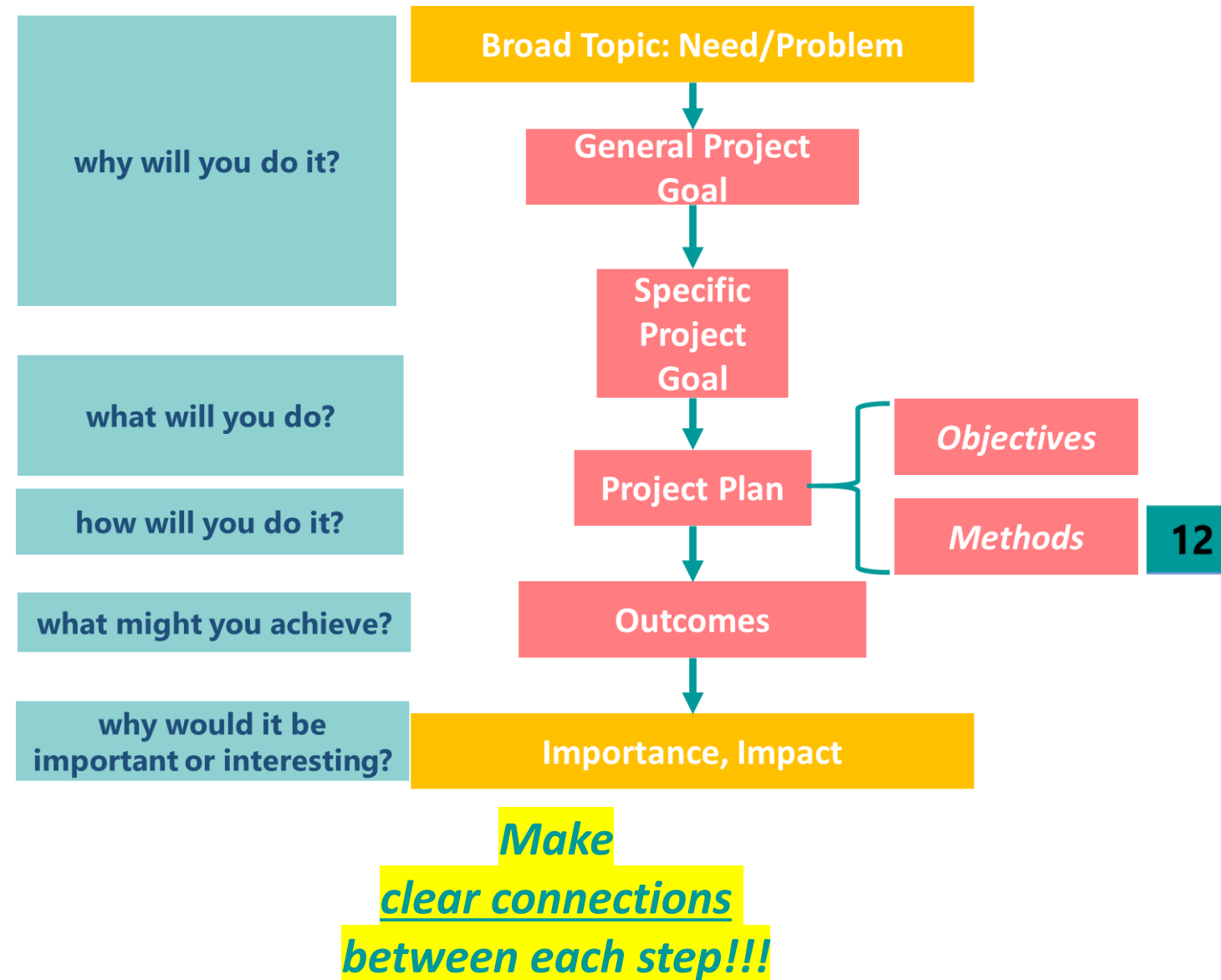
WALKABOUT: Help your colleagues strengthen their proposal outlines

Do the proposals show these?

- There is a need for this project
- This project will use strong methods and qualified researchers
- We have objectives that are related to our research questions, and a clear plan to achieve them
- This project will be important and/or interesting
- A flow & connection between each of these sections →

WALKABOUT

1. Act as a friendly reviewer for other groups' proposal outlines
2. Give productive, useful, clear feedback:
 - How can the proposal be more convincing?
 - Would you give this project money?
3. Write your feedback comments on cards



Project Title

ABSTRACT

**INTRODUCTION
+ OBJECTIVES**

METHODS

**POSSIBLE RESULTS
+ OUTPUTS**

**IMPORTANCE OF
POSSIBLE RESULTS**

CONCLUSION

- **Overview!**
- **Do this last.**
- **Write this to attract the attention of proposal reviewers**

2-Minute Pitch

Sell Your Project! Convince us to fund it!

This is like a spoken abstract

1. Prepare a title + 2-minute summary of your proposal - share important information + make it interesting!
2. Select 1 representative to share the pitch with us!

Some guidance: Moving from Objectives-Based Outline to your Proposal

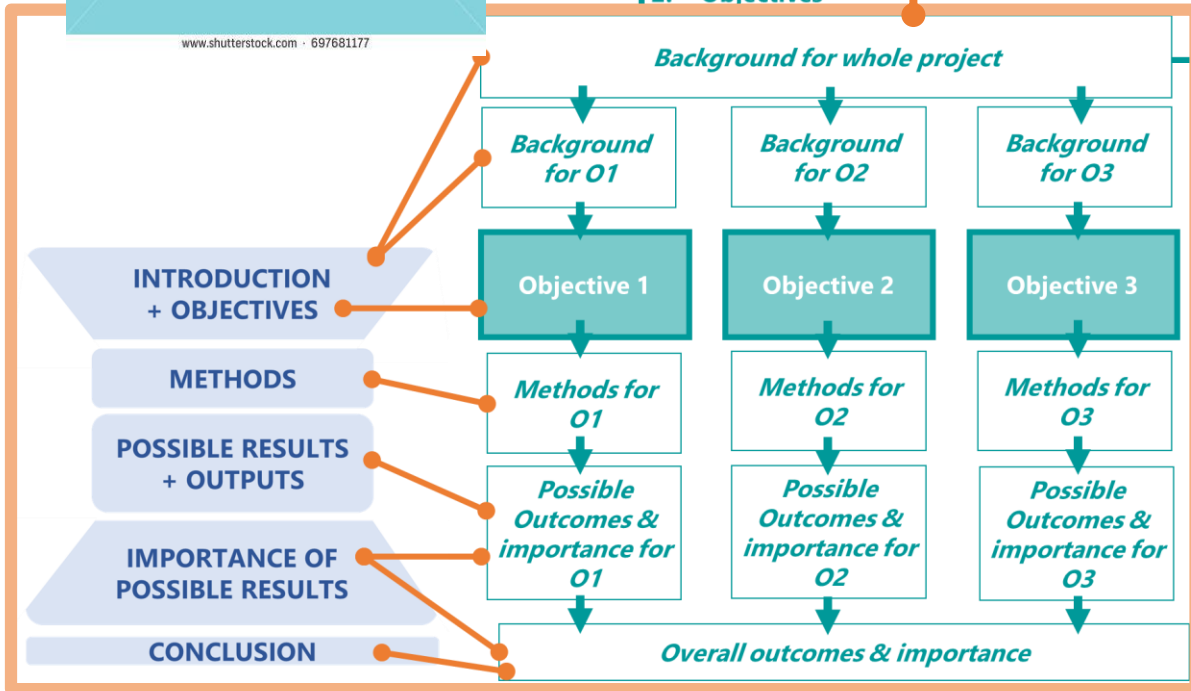


Example:

1. Introduction

- Main Problem: Deforestation of Mangroves
- Importance of mangroves: their ecosystem services
- Mangrove deforestation in Myanmar
 - Causes
 - Trends
 - Impacts
- Mangroves in Ayeyarwaddy Region
 - Importance of mangroves in this area
- Project goal, and link to our organization

2. Objectives



Objectives-Based Outlines are useful to structure your ideas & to make sure there are clear LINKS between:

Problem → Goal → Objectives → Methods → Outcomes & Importance

...but the structure of your final proposal will possibly be different (e.g., each section might not have separate subsections for each objective)

→ once you have your outline, you can rearrange/organize the information for a smoother flow



Some guidance: Moving from Objectives-Based Outline to your Proposal

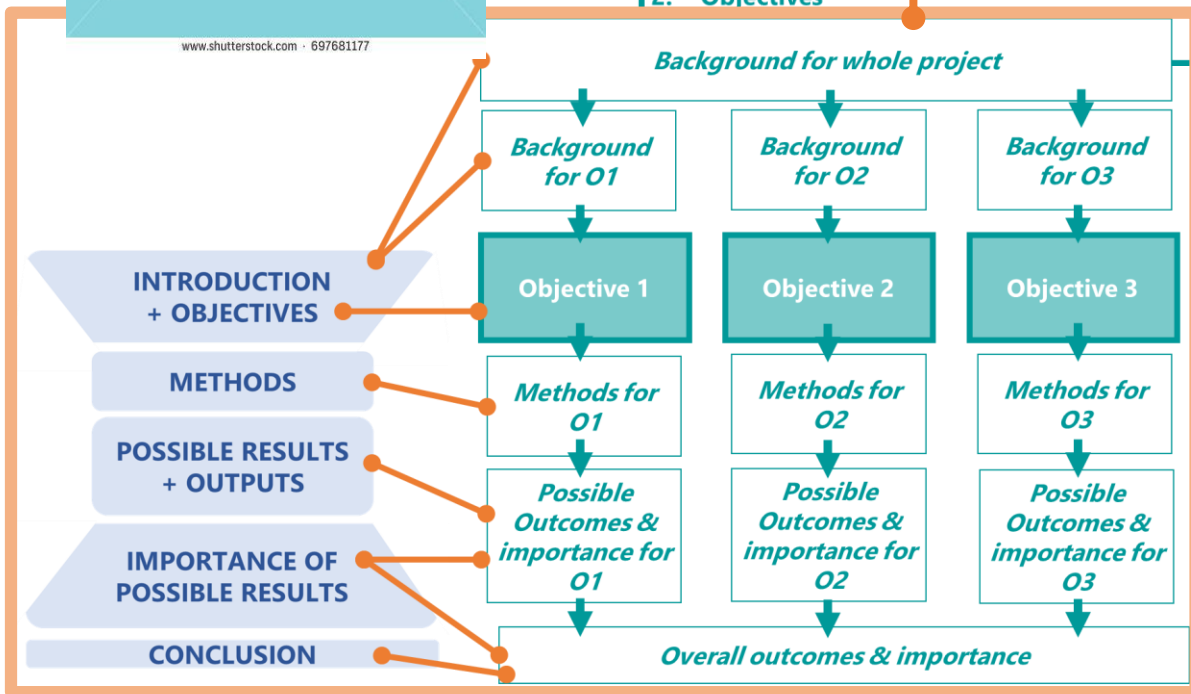


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2. Objectives



This training aims to help you learn more about developing a strong project idea & outlining a clear proposal.

However, proposal writing takes **practice** and a lot of time!

Some additional tips:

- Read successful proposals
- Ask colleagues to review drafts of your proposals and give you feedback
- Pay close attention to the grant's application requirements

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ADDITIONAL INFORMATION

Using Sources for the Introduction

Primary sources & Secondary Sources



Peer-reviewed article
Book chapters, theses
Databases
Gray literature, Reports
Websites
Unpublished data
Personal communication

ACCESS:

Libraries

eLibrary → *quick demo*



Google Scholar → *quick demo*


Google

Emailing authors to get copies of papers

ADDITIONAL INFORMATION

Google Scholar



 Articles About 518,000 results (0.05 sec)

Any time

Since 2018

Since 2017

Since 2014


Custom range...


Sort by relevance


Sort by date

☒ include patents

☒ include citations

 Create alert

[CITATION] **Mangrove** vegetation
VJ Chapman - Vaduz.: J. Cramer, 1976
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Status and distribution of **mangrove** forests of the world using earth observation satellite data
C Giri, E Ochieng, LL Tieszen, Z Zhu... - Global Ecology and ..., 2011 - Wiley Online Library
Aim Our scientific understanding of the extent and distribution of **mangrove** forests of the world is inadequate. The available global **mangrove** databases, compiled using disparate geospatial data sources and national statistics, need to be improved. Here, we mapped the ...
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Mangrove Forests: One of the World's Threatened Major Tropical Environments: At least 35% of the area of **mangrove** forests has been lost in the past two decades ...
I Valiela, JL Bowen, JK York - AIBS Bulletin, 2001 - academic.oup.com
Articles supplemented data from the atlas with data from local or regional publications, where available, to update estimates of the area covered by **mangrove** forests for as many

ADDITIONAL INFORMATION

CITING SOURCES

In text citations

Depends on format requirements

(Jones et al. 1998)

(Jones et al., 1998)

(Jones, Smith, and Baker, 1998), etc.
or footnotes – references are numbers

Work cited, References, Bibliography

Depends on format requirements

Author names. Year. Title. Journal name. Journal issue, volume number. *Page numbers*.

Example:

Jones, A., Smith, B., Baker, C. 1998. Impacts of illegal fishing gear on community income in Lake Lago. Journal of Fisheries Issues, 18(3).

More than 3 authors:

Jones, A., Smith, B., Baker, C., et al. 2001. Effectiveness of community enforcement against illegal fishing in Lake Lago. Journal of Fisheries Issues, 18(3).

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- *If you feel it's important to use their words, you can QUOTE them (and CITE them!)**
example: As stated by Smith et al. (2004), "Without prompt action to eliminate fatalities from bycatch, this subpopulation faces almost certain extirpation."