Toolkit for Trade Unions on HIV and AIDS

Booklet 6:

Project development and proposal-writing

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This booklet is intended to help with the design of a trade union project on HIV/AIDS and the development of a proposal for union support and/or external funding.

Booklet 5 reviewed a number of donor organizations that could be approached to support projects on HIV/AIDS in the world of work. Whoever you apply to, you will need to prepare a well-designed proposal, appropriate to the needs of members and comprehensive in its planning, with clear objectives and relevant activities.

This booklet introduces the core principles and key methods of project design. It then follows a step-by-step process to ensure that you cover all the necessary stages of project design; there are also practical exercises, so that new concepts and knowledge can be applied.

CONTENTS

1. AN INTRODUCTION TO PROJECT PROPOSALS

> "A project is a series of activities or a structure aimed at bringing about clearly-specified objectives within a defined period and … budget".

A **project** is the main instrument used in the planning of extra-budgetary technical cooperation activities. It comprises linked and coordinated activities designed to achieve defined objectives/outcomes ranging from policy change to practical direct action.

Projects are an effective framework within which to achieve intended results because they set clear limits in relation to:

1) the actions and activities to be undertaken

2) the duration of the project

3) the resources available.

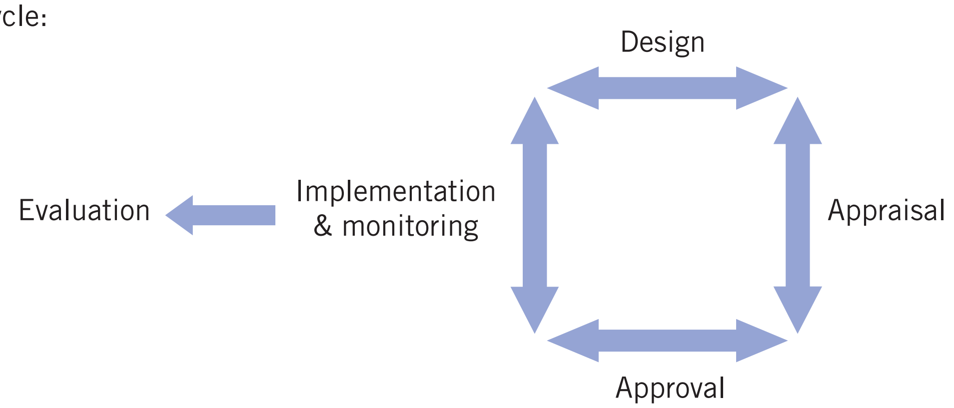
A **programme** is a coherent time-bound framework of action to achieve agreed results. It may include several projects whose objectives are linked to the achievement of higher-level common objectives/outcomes. It may apply a multi-disciplinary approach and comprise separate sets of activities grouped under different components. It may reach across sectors and/or geographical areas.

Increasingly a **programme approach** is being advocated by donors. This approach encourages planning processes within an organization, across organizations and even across districts or countries to co-ordinate and support a wider framework of agreed priorities. This approach also encourages the integration of available resources to address these priorities.

1.1 The project cycle

A number of different stages fit together and make up the project cycle.

Project cycle:



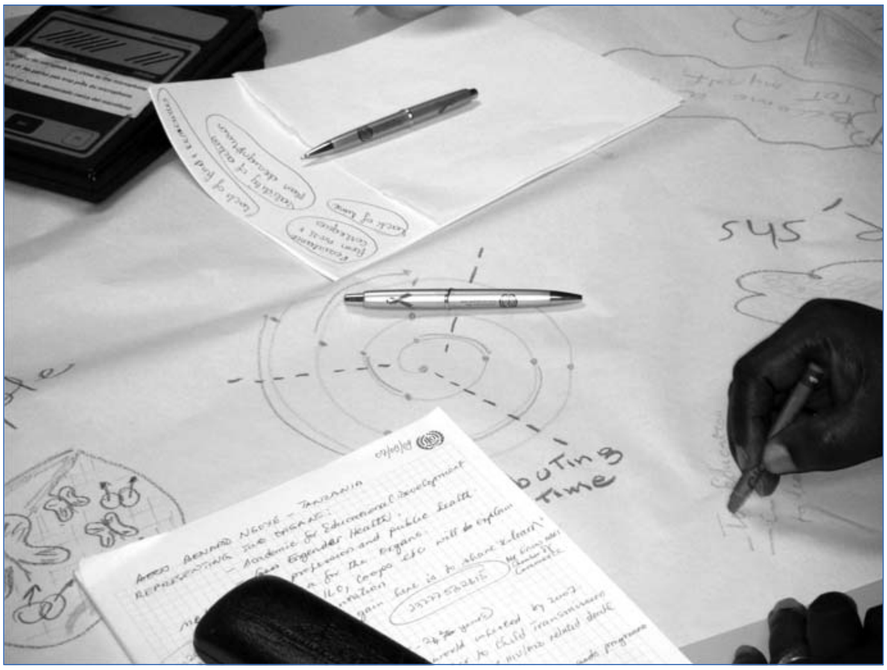
The planning, development and adaptation of a project is a continuous process. It involves ongoing feed-back. This may lead to its final aims and objectives being revised or adapted once the project has started, as well as its assumptions and corresponding activities being reviewed.

1.2 Key features of project proposals

A project proposal is a formal document which summarizes what a project is about and what it plans to do. Project proposals also enable project management to calculate the resources, human and financial, required for a particular project, thereby enabling them and partner organizations to identify what is needed and what they can contribute to make the project happen. A project partner may, for example, be able to provide some of the staff necessary.

A project proposal should always have:

- Statement of intended **results**.
- A precise **time frame** with a beginning, middle and end, which sets out all the activities and links them to the intended results.
- Clear **organizational, management and financial arrangements**, ensuring the project makes the best use of its resources, both human and financial.
- Identified **stakeholders**, that is individuals and organizations who are actively involved in the project, or whose interests may be affected as a result of it. These may include the target group and partners. Within the target group a distinction needs to be made between:
  - *Direct recipients* of project services: These are agencies, for example trade unions, who are enabled to carry out specified activities.



Developing the proposal – a team effort!

- *Ultimate beneficiaries*: This is the target group who are expected to be better off as a result of the project. The project may provide services directly to this group or target this group through the strengthening of agencies that provide services to the ultimate beneficiaries (for example union members and their families).

- A **monitoring and evaluation** system. Monitoring will enable the project to track its ongoing performance and make any changes necessary. Evaluation will provide a final assessment of a project's performance and impact.
- **Enhanced capacity** of those involved in the project. Throughout the project cycle there should be structures in place for continuous learning. These help the project to identify issues as they emerge, and build the stakeholders' capacity to deal with them.
- **Wider learning and information-sharing** should also be considered, in particular through systematically gathering and analysing good practices and lessons learned. Hopefully learning can then be transferred and used in other locations and projects. This is important if it is proposed to 'scale up' a particular approach or 'replicate' (reproduce) it in another context.
- **Sustainability**: sustainability should be an explicit objective, especially relating to the future of participants and beneficiaries. Consideration should be given to where the resources will come from to continue activities once the project has ended and people/ structures who can be identified and supported to take over responsibility.

2. DEVELOPING A PROJECT PROPOSAL FOR FUNDING

If you are developing a project proposal for the purposes of a funding application you should always bear in mind that donors usually have very specific criteria and guidelines. These will not necessarily fit exactly with the goals of your organization or the intended project. *Always check these criteria carefully before you select a potential donor and draft your proposal* (see Booklet 5).

Checklist

When you start to develop a project proposal it's worth considering the following questions and setting out your 'project idea' on the basis of the answers:

- ✓ Who are the ultimate beneficiaries?
- ✓ What is the broad focus of the project?
- ✓ Which particular issue/s or problem/s will the project address?
- ✓ What will be the priorities of the project? It may not be feasible to try and achieve everything you want to with one project so you'll have to prioritize.
- ✓ What will be the specific results or outcomes of the project?

2.1 Developing the project idea

The next stage is to build your project idea or initial outline into a sound proposal. Donors receive far more requests for support than there is funding available. They can see immediately if a project proposal is well thought-out. If it is obvious that a proposal has not addressed their funding criteria, or lacks basic content, it will not get past the first stage.

Only through having a solid proposal will you demonstrate to your donor that you can undertake an achievable, well-managed project that might be worth supporting.

What should a project proposal include?

Project proposals have a number of different parts and this booklet has been developed to equip you to address each of them. The key sections of a project proposal are:

1. Project rationale

   Introduction and background
   This section details the background to and location of the project (including the policy or programme context), as well as the problem it is addressing and the overall goal or aim – the broad vision of what the project will achieve. It also details why a project is worth doing and why the proposal provided offers a strong solution.

Needs analysis
This section details what specific needs the project will respond to, using relevant facts and examples from the target/beneficiary group and/or regional or national statistics.

2. Project strategy and organizational structure

This section details how each of the project's intended results are going to be achieved. It could also highlight the key implementation challenges and demonstrate how the project will address them. This section should also provide some detail on the different partners involved, the strengths they bring and the role they are expected to play. It should contain details of how the project will be managed on a day-to-day basis, including establishing a small management or advisory committee/ board, and details of project staff to be employed (if any) and their roles.

3. Project objectives

This section details how the project will address the identified needs and the stated problem. It should specify the ultimate goal – the main or overarching objective, as well as the immediate objectives of the project (note that different donors may use different terminology).

Be very careful to establish objectives that are specific and measurable, and that can be achieved within the time span of the project. For example, "contributing to a reduction in HIV prevalence" could be part of your broad vision and goal, but would not be an appropriate immediate objective or target for several reasons, including the time lapse between infection and symptomatic condition, the lack of precise data (bearing in mind that most prevalence figures are estimates), and the difficulty of attributing change to one set of interventions over another.

4. Intended results

You need to show clearly how the situation of the project beneficiaries is intended to change as a result of the project. Will behaviour change? How? This can be shown through a focus on the following:

- *Outputs*: The results of project activities, i.e. the services or products the project is responsible for delivering.
- *Outcomes:* The immediate results of the outputs (products and services), either after their adoption by the direct recipients or after they have affected the livelihoods and position of the ultimate beneficiaries.
- *Impact:* The long-term result, for direct recipients and ultimate beneficiaries, of the outcomes (product and services) provided both directly by the project and through the direct recipients – this can be difficult to measure.

Again, be aware that there can be some differences in terminology.

5. Project indicators (and see under 'Monitoring and evaluation' below)

Indicators are what you use to measure results (outputs and outcomes) so that you can evaluate performance. An output indicator might be the number of peer educators identified and trained; an outcome indicator might be increased use of condoms reported by the target group.

The project indicators should be "SMART", that is:

S: Specific M: Measurable A: Attainable R: Relevant T: Time-bound

Specific means:

- Well-defined, and focused on the key issues
- Clear to anyone that knows about the subject.

Measurable means:

- There are ways to measure that the project goal and specific objectives have been achieved.

Attainable means:

- The skills, resources, key people, stakeholder support are in place.
- Relevant means:
- The project addresses the problems that have been defined, and contributes to the wider goal of reducing the impact of HIV/AIDS.

Time-bound means:

- There is a clear time framework for the project
- The timetable is sensible and realistic.

6. Assumptions and risks

Assumptions mean taking into account events that can significantly influence the success of the project, but are beyond the control of the project manager. Risks are external factors that could compromise the success of the project. You may be able to minimize the impact some risks have on the project.

7. Implementation planning / Workplan

This section outlines the project activities and timetable, as well as allocating responsibilities for implementing them. What is vital here is to be as clear, specific and realistic as possible in relation to the methods, the timetable and the human resources required to carry out the activities necessary to achieve the intended results.

8. Budget

This section deals with costs and resources, and identifies the potential sources of funding and in-kind contributions. The budget section should demonstrate that all resource needs have been taken into account and show clearly which organizations are expected to contribute what, both financially and in kind.

9. Monitoring and evaluation

This section details how the project will measure its successes or failures in reaching the intended results. It should contain an outline of the different methodologies that will be used to measure progress, and suggest indicators to be used. It will identify who will conduct the monitoring and evaluation and when, and state how the reporting will be done (note: this is the sort of detail that is often specified by the donor – be familiar with their reporting requirements). It may be a good idea to establish a monitoring and evaluation working group or sub-committee reporting to the management committee or board.

10. Future of the project and sustainability

This section describes the strategy for continuing or building on the project once the resources from the donors and project implementers/ partners have ended. Sustainability is something projects always need to consider in advance, so that adequate measures are put in place to ensure continuation as long as the need exists, and to secure the resources needed for the longer term.

Checklist

- ✓ Make sure project proposal writers become familiar with the proposal format and other donor requirements at the earliest possible stage.
- ✓ Circulate and discuss a copy of a proposal form or template right at the beginning, so that everyone keeps it in mind as they embark on the project design.
- ✓ Delegate responsibility for the collection of the information necessary for each particular section to a number of different individuals.
- ✓ Make sure that one individual is responsible for coordinating project development and overseeing the completion of proposal in all its component parts, making sure it is submitted on time and according to any guidelines set by the project management (if already in place) and by external donors.

3. INFORMATION COLLECTION AND NEEDS ANALYSIS

If you submit a project proposal to a donor, they will want to be sure that you know what you are talking about. If you make vague statements like "many miners do not use condoms when having casual sex", donors will ask: "are there any more precise data?"

So collecting evidence – ideally combining statistics with examples or case studies (the story of an individual worker or workplace) - is important because it establishes whether a project is necessary, whether the initial project idea is appropriate and what context the project will operate in.

Relevant information can help identify the nature of the problem to be tackled and the suitable target groups, as well as disentangling some of the causes of the problem.

To take the Global Fund as an example, their guidelines say that:

> *For the population groups targeted in the proposal, applicants should provide current epidemiological data relevant to those groups. Applicants may again identify 'other' groups as important relying on current epidemiological evidence.*

This does not necessarily mean that you have to carry out a survey: the data may already exist. You can also ask assistance from HIV/AIDS and labour organizations and authorities.

Again the Global Fund expects applicants to have a good understanding of the existing delivery systems applicable in the country. They want information on the current situation for delivering treatment and prevention, etc. This is part of the **needs analysis**. This is what the Global Fund guidelines ask for:

> *Proposals to the Global Fund should be based on a comprehensive* ***review of weaknesses and gaps*** *in:*
>
> - *disease specific programme(s); and*
> - *the health system ….*

The information collection process can be broken down into at least two phases:

Phase 1: An initial analysis of all the information available and the identification of gaps, if any. This should involve all the project partners, who may already have some useful data at their disposal. For example, the National AIDS Council may have undertaken some research that provides relevant statistics.

Phase 2: The development of a Data/Information Collection Plan. This details what additional information is to be collected and by whom.

Information can be quantitative or qualitative:. *'quantitative'* means it can be counted and is based on numbers and statistics; *qualitative* information is generally more subjective and involves views and perceptions. It often seeks to answer the questions "why?" and "how?" Usually the collection of both types of information will be needed for a successful project proposal. Don't hesitate to include some direct quotations from individuals as long as they illustrate a key aspect of the problem or proposed solution.

Presenting the data collected

The information collected can be presented in a number of ways within the proposal. Methods include:

- Tables illustrating key statistics
- Diagrams and flow charts illustrating key relationships
- Narrative
- Case studies or even personal stories can be used to illustrate particular issues or points.

Tables and diagrams are a useful way of presenting detailed figures and complicated relationships, making the proposal easier to read and understand.

Data analysis tools

Once the data have been collected, a number of tools can be used to analyse them and extract the key information you need to inform your project design. Some of the most commonly used data analysis tools include:

- Mind maps
- Needs analysis
- Stakeholder analysis
- SWOT (strengths, weaknesses, opportunities, threats) analysis
- Problem analysis.

4. PROJECT OBJECTIVES AND STRATEGY

As you start developing the proposal it is very important to be clear about what you hope to achieve through the project. You should clearly identify:

- the specific or immediate objectives
- the intended results or outcomes.

The strategy sets out how you intend to achieve them.

4.1 Objectives, results and outputs

The immediate objectives

This is what a project aims to achieve. The immediate objective(s) should directly address the problem(s) identified in the initial problem analysis. For example, a project for transport workers may identify the following core problems:

- Long delays at border crossings
- Poor facilities for drivers and helpers waiting at border crossings
- Drivers engage in risky behaviour (sleeping with a sex worker provides some rest and recreation)

If this is the core problem the project wants to address then the objectives of the project might be:

- To reduce exposure to HIV risk caused by delays at border crossings by improving facilities
- To support behaviour change in drivers/helpers and sex workers through education about HIV transmission and safe sex.

Note that in this example, the project would not attempt to reduce the delays at the border crossing. These delays are caused by government procedures (for example customs and immigration formalities). Trade unions do not have the power to change this, although they could lobby with employers and encourage the ILO to work with the governments concerned. But for a project to commit itself to reducing these delays would be unrealistic. However they can, for example, improve the conditions for drivers and provide information and education, together with condoms and testing facilities.

It is important to remember that your immediate objectives could also be the objectives for a number of organizations. In this example, while employers' and workers' organizations in the road transport sector might be the main partners, they could also involve sex workers and local community organizations at the border crossings.

The intended results

These are what beneficiaries will enjoy from the implementation of the project. They are directly related to the causes of the problem identified in the needs analysis. They are sometimes also called '**outcomes**'.

They are closely linked to the objectives and can be defined by turning the priority problem (identified in the needs analysis) into a positive statement, i.e. you describe the situation that will exist when this problem has been addressed, for example: “improved facilities for drivers/helpers and reduced levels of unprotected sex”.

A key aspect of the results are the outputs – not the same thing as outcomes! Outputs are the concrete goods or services the project will provide in order to achieve its objectives and the related results/ outcomes.

For example, for the immediate objective specified in the example above the **outputs** might include the following:

- A recreation centre for drivers/helpers established with flexible opening times - the capacity should be specified – as well as facilities such as food, drinks, games, showers, toilets..
- An education programme for drivers/helpers and sex workers - details of numbers to be reached and how this will be achieved
- A condom distribution plan
- Facilities for voluntary counselling and testing
- Facilities for treatment, care and support.

Each of these outputs must be broken down into more detailed and time-bound **activities** in the project workplan and the precise resources that will be required for each activity (both human and financial) must be outlined in the budget.

4.2 Project strategy

The strategy is the part of a project proposal that provides an overview of how the project will function in order to achieve the intended results.

In reality it is unlikely that everything will proceed exactly as planned - this is quite normal. The best any project can do at the design stage is to:

- Explore the potential impact of any known issues or problems.
- Be explicit about the assumptions the project designers have made.
- Be explicit about any known information gaps, which cannot be filled at that time.

The monitoring of the project will give an opportunity to expose unexpected issues and modify the project plans and activities accordingly.

Ensuring a successful project strategy

Projects run into problems or fail for many reasons but there are certain key measures you can take to try and ensure that a project strategy succeeds. These are outlined below:

- Establish the intended results very clearly. Do everything you can to make sure you have sufficiently understood the problems the project seeks to address so that the intended results are appropriate (remember to make sure they are 'SMART').
- Secure sufficient resources, financial and human, to carry out the tasks and activities that are planned.
- Establish common understanding among partners. Make sure the project partners understand and are agreed on the intended results, strategy and contents of the work plan as well as their roles in implementation.
- Embed the principle of participation into the project strategy. The involvement of the project beneficiaries is critical to success. The next section explores this in more detail.

There are varying levels of participation possible within a project – it can range from consultation at the project planning stage to active and ongoing engagement in the management, implementation and monitoring of a project.

When developing the project strategy and action plan, consideration should be given to ways to ensure participation at each phase of the project cycle as follows:

1. Project initiation and planning: beneficiaries should be involved in identifying the problems to be addressed by the project. This would mean holding meetings with drivers and helpers at the border crossing, as well as meetings with the sex workers if they are a target group.

2. Project implementation: as the project proceeds, project beneficiaries should be involved in the examination of any emerging problems or issues - for example, they may contribute to the collection of information needed to understand the problem and be consulted on the adjustment of activities or the implementation of new ones.

3. Project monitoring and evaluation: methodologies should be adopted that enable project beneficiaries to contribute to the analysis of the impact that the project is having on them.

Project partners

A partnership by definition involves joint action by more than one party in some sort of collaborative venture. The strategy should clearly identify partners, the value they bring to the project, and how the partnership will be managed (roles and responsibilities of each).

In projects dealing with HIV/AIDS in the world of work, the main partners should be employers and trade unions. Other possible project partners could include:

- Government agencies such as the ministry of labour, the ministry of health, the National AIDS Committee or Council – it is important that the project's objectives are in harmony with the national AIDS plan or strategy, and clearly address the country's targets for achieving universal access to HIV prevention, treatment, care and support..

- Local or municipal authorities with an interest in improving the situation of the target community or beneficiaries.
- Members of the UN system in addition to the ILO – UNAIDS has an office and country coordinator (UCC) in most countries, and the UN has a theme group and/or task team on HIV/AIDS.
- Non-governmental and community-based organizations (NGOs and CBOs) with specialist experience in working on HIV/AIDS, in particular associations of people living with HIV.

5. ORGANIZATIONAL STRUCTURE

The project strategy will depend on having a structure that will facilitate the implementation of activities. This structure will ensure that staff, management, volunteers and other resources (including money, equipment and premises) are well organized,allocated coordinated. The organizational structure should include:

- clear lines of decision-making, oversight and accountability
- an outline of each function within the management and staff
- the rules, policies and processes that everyone involved in the project can refer to.

Project management committee or board

The most commonly used management structure in a development project is a 'Project Management Committee'. This body is generally made up of representatives of all the partner organizations. It can act as both the planning and the decision-making structure for the project (while responsibility for day-to-day management can be delegated, as appropriate, to project staff). This committee should meet regularly throughout the life of a project to oversee and monitor implementation.

Depending on the scale of the project and the skills required, this committee could also set up working groups with responsibility for different aspects of the project.

Decisions must be made at the project planning stage on the make-up and nature of the following elements of the organizational structure:

- Who are the members? What organizations are they drawn from?
- The roles and responsibilities of the committee as a whole (terms of reference)
- The roles and responsibilities of committee members
- Nomination of a committee chairperson
- How people move on and move off the committee
- How the committee links to project staff and volunteers
- Plans to support and train committee members
- How often the committee will meet

The more you can show in your project proposal that you have considered this issue, the stronger your proposal will be.

Project staff (if any)

Your project document will need to explain:

- The necessary staff positions
- The roles and responsibilities of staff members, and who they report to
- Staff support and supervision arrangements, including how staff relate to the Management Committee

You may want a policy or code of conduct for staff covering such issues as confidentiality. You should mention whether staff members will be fully dedicated to the project or if only a certain percentage of their time will be spent on it.

Trade unionists will naturally wish to ensure that any staff employed by a project enjoy the right to join a trade union, engage in collective bargaining, receive fair remuneration, work reasonable hours, and enjoy fair terms and conditions – as well as benefiting from a workplace policy on HIV/AIDS.

Communication and information systems

Don't forget to ensure that your project proposal considers communications:

- How communication and information exchange is facilitated internally and externally
- Where and when decision-making will take place
- Who is responsible for what decisions and how decisions are made.

6. MONITORING AND EVALUATION

It is essential to build monitoring and evaluation (M & E) arrangements into a project as part of the planning process. Building such a strategy involves identifying the types of information to be collected during M & E together as well as the key indicators that will show whether the project is meeting its objectives.

Monitoring and evaluation are distinct processes but are very closely linked. Monitoring means systematically tracking the performance of the project in order to assess progress and enable adjustments to be made where necessary. Monitoring makes it possible to improve project implementation. It also provides some of the data that will be used in evaluation.

The project document should include information on when reports will be submitted to the donor.

Evaluation is a process of examination and judgement on the value, quality and impact of a project once it has been completed, or at a key stage in the project lifecycle (for example, it is common practice to conduct a mid-term evaluation). Evaluation can also help improve, not just the project at hand, but other similar projects in the future.

A good monitoring and evaluation strategy should assess the following aspects of a project:

- *Impact*: Is it delivering or has it delivered what it set out in its objectives?
- *Resource use*: Is the project delivering or has it delivered its intended results on budget and on time, making appropriate and efficient use of the resources available?
- *Learning:* What is being or has been learned that can be usefully applied to the future of this project or other projects? How can these lessons best be shared?
- *Sustainability*: Is the project making plans to continue some activities once funding ends and ensure lasting benefits?

Key questions to be asked in monitoring

Some questions or issues that monitoring may address include:

- Is the project progressing as expected?
- Are deadlines being met?
- Are budget limits being respected?
- Is reporting regular?
- Are staff and project partners fulfilling their responsibilities?
- Are the activities producing the intended results?
- Is the project on track to meet its objectives?
- Do changes need to be made to project activities or outputs?
- Are the resources and funds available adequate?
- Do additional funds need to be sourced?

Key questions to be asked in evaluation

Evaluations look back at the performance of the project, either at a key point such as the mid-term, or at the end of the project. They enable the project management, investors, donors and other stakeholders to assess how successful or effective the project was in achieving its desired results and overall impact. Some questions and issues that an evaluation may address include:

- Was the project successful?
- Did it achieve its objectives and intended results?
- Were the objectives and intended results appropriate?
- Did the approach and structures of the project work well?
- What changes have occurred among the target group or community as a result of the project?
- What worked best and least well? What lessons can be learned?
- Was sustainability of the project addressed and achieved?
- What should happen next as a follow-up to the project?

6.1 Developing indicators

You will only know if your objectives and intended results have been achieved by setting indicators that are measurable. An indicator is an objective measure that indicates if and to what extent progress (in relation to the project's aims and intended results) is being achieved.

Indicators can be quantitative or qualitative in nature:

Quantitative indicators use numerical data/ statistics (such as numbers of people or percentages) to indicate progress. In the case of the border crossing project example given above, they could include:

- Number of drivers/helpers using the recreation centre
- Numbers of condoms distributed
- Numbers of drivers/helpers receiving voluntary counselling and testing
- Numbers of sex workers reporting acceptance of condom use by their clients.

Qualitative indicators use qualitative data/ information (such as the perceptions of participants, attitudes and reported behaviour) to indicate progress. In the example given they could include:

- Awareness about HIV and AIDS among sex workers at border crossings
- Reported changes in attitudes and behaviour among drivers/helpers at border crossings.

There are many more indicators than these that could be used to measure the success of the project in this example. For all project proposals, indicators should be agreed to take account of all the intended results of the project.

A range of methodologies can be used to collect the necessary information. These include document review, surveys, interviews, focus groups, observations, and workshops.

The choice of evaluators

Depending on the nature of the project and its stakeholders, evaluations may be carried out by external experts, internal stakeholders and project participants, or a combination of these. An external evaluator may be appointed by the management committee or by the donors. The terms of reference (i.e. what questions and issues need to be addressed by the evaluator) can be set by the management committee or by the external evaluators, or a combination of both. Self evaluations, by contrast, are conducted internally by the management committee, staff and participants of the project.

An evaluation plan which involves all key stakeholders - that is the project implementers, project participants and external partners - may provide the most effective approach and yield the most illuminating information and analysis.

7. LOGICAL FRAMEWORK ANALYSIS

The logical framework analysis, often simply known as "logframe", is now a very common tool in project planning and many donors require that a logframe is included with the project proposal.

The precise format of a logframe varies but in general it consists of a matrix or table which outlines:

1. The overall goal(s) of the project
2. The objectives of the project
3. The intended results of the project
4. The verifiable indicators, which will verify whether the intended results have been achieved - these can be quantitative or qualitative targets
5. How the indicators could be measured
6. Key assumptions and risks (i.e. the external factors that will play an important role in determining the success of a project and its component activities).
7. Main activities and some details about them, such as who will participate or benefit, when they will happen and who will deliver them.

Here's an example:

Narrative summary	Verifiable indicators	Means of verification	Important assumptions and risks
Overall goal What are the broad overall goal(s) the project will contribute to?			
Objectives What are the specific objectives of the project?	What are the quantitative or qualitative indicators by which the achievement of the objectives can be judged?	What are the sources of information to verify the achievement of the objectives?	*Assumptions*: What external factors are assumed to be in place to help achieve the objectives? *Risks*: What external factors could compromise the success of the project? What can be done, if anything, to minimize these risks to the project?

Intended results What are the intended outputs and outcomes of the project and who will benefit?	What are the quantitative or qualitative indicators by which the achievement of the intended results can be judged?	What are the sources of information to verify the achievement of the results?	*Assumptions*: What external factors are assumed to be in place to help achieve the intended results? *Risks*: What external factors could compromise the success of the project? What can be done, if anything, to minimize these risks to the project?
Activities What activities must be implemented to accomplish the intended results?	What are the specific details of the activities: how many people will participate / benefit? When will each activity be undertaken by? What change will be achieved as a result of the activity?	What are the sources of information to verify the achievement of the activities?	*Assumptions*: What external factors are assumed to be in place to help implement the activities? *Risks*: What external factors could compromise the success of the project? What can be done, if anything, to minimize these risks to the project?

The overall goal is something that the project will contribute to, but is not expected to achieve on its own. As such the logframe does not necessarily need to include indicators to verify and measure how this will be achieved within this specific project.

8. DEVELOPING A WORKPLAN

Before you can begin costing your project you will need to have a comprehensive workplan in place. A workplan (sometimes also called an 'action plan' or 'implementation plan') describes the 'nuts and bolts' of the project,covering its whole life span. It may, however, be reviewed and modified periodically, on a monthly or quarterly basis for example.

A workplan includes:

- the specific activities that will take place to achieve the objective(s)
- when the activities will take place
- who will be responsible implementating the activity
- the intended result of the activity (i.e. what will be produced or achieved).

A tool frequently used to develop a workplan is the Gantt chart (named after Henry Gantt, who developed it in the early years of the 20th century).

The very simplified example here covers some activities for one year for a project aimed at truck drivers and helpers at border crossings. It is normal to show activities by month. Each of the main headings here could have more detailed sub-headings.

Activity/ Month	1	2	3	4	5	6	7	8	9	10	11	12
Setting up Project Management Committee (PMC)	X											
Meeting of PMC	X		X			X			X			X
Meeting of all stakeholders	X											
Appointing staff		X	X									
Identifying recreation premises		X	X									
Fitting out premises				X	X	X						

9. COSTING A PROJECT

Costing and resourcing a project involves four main stages:

1. Making sure your project workplan is completed and agreed by the project management.
2. Identifying the cost of each activity and all general overheads.
3. Identifying resources and allocating them to the project activities.
4. Preparing a budget.

Costing a project entails estimating the funds or resources required to implement all the project actions from beginning to completion.

Costing each area of work is important because it helps ensure that plans and proposals are realistic and achievable. There is one thing worse than not getting your project funded by a donor: it is discovering during your project that you didn't cost it properly and that you don't have the funds to carry out what you promised you would do.

For this reason, project costs and an eventual budget can only be accurately estimated after the development and agreement of the workplan, which includes all of the activities to be undertaken and details of when they will happen and the human and physical resources required.

Once the costs of implementing the project's activities have been worked out, resources to cover these costs will need to be identified and allocated.

A budget outlines the expenses expected to be incurred during the course of the project and the income that is anticipated will be received. The project should start with a budget that covers its entire lifespan. This way unforeseen shortfalls will be avoided.

In cases where a project is going to be implemented over a number of years it may not be possible to secure resources for the later phases at the start. However, it is still very important to prepare a budget that covers the whole lifespan of the project and identifies clearly where the resource gaps are in the later stages. This way, the project implementers can work on them as early as possible.

9.1 What headings should be included?

A budget should always include details of all projected income as well as expenditure . Income would typically fall under some or all of these headings:

Own contribution: the financial or in-kind investment in the project from those presenting the project proposal.

Partners' contributions: the financial or in-kind investment coming from project partners. Contributions in kind can include items supplied free of charge such as office space, an allocation of staff time, volunteers or donated equipment.

Income generated by the project: For example, if our project for truck drivers and helpers made a charge for accommodation, however small it might be, there should be some calculation about how much income this would bring in.

Any additional funding: Financial contributions from external funding organizations.

The list below shows some typical cost headings that you would include in a budget as well as some examples of items.

Note: You should distinguish between capital or 'one-off' costs (such as costs of purchasing equipment or premises) and running costs, often also called recurrent costs (such as salaries, telephone).

- **Staff & management costs**
  - Salaries
  - Training
  - Travel & subsistence
- **General project costs**
  - Rent
  - Utilities (such as telephone, electricity, internet connection)
  - Marketing & publicity
  - External services (such as accountancy and legal expertise)
  - Supplies & equipment (such as furniture, stationery)
- **Action programme costs**
  - Teaching materials
  - Course development costs
  - Travel & subsistence for programme participants
- **Refurbishment costs (repair & redecoration)**
  - Labour
  - Materials
- **Monitoring and evaluation costs (see below)**
- **Contingency allowance (see below)**

If you're submitting the budget to a donor, you should state whether you are asking them to support the full project budget (minus any income outlined), or whether you are seeking part-funding for the project, detailing the exact amount of funding you are requesting. If you are seeking part-funding then you should outline how the remainder of the funding will be acquired, e.g. income generated by the project, funding from other donors, etc..

If your budget is complicated you may want to include notes clarifying certain budget lines.

Monitoring and evaluation costs

In every project a certain amount of the budget should be allocated for monitoring and evaluation. The percentage to allow for this will vary, but as a general rule it should be at least 3 per cent of the total.

Contingency costs

It is always useful to set aside a small percentage of the budget for unforeseen expenses. This category is often referred to as the 'contingency' category. (If you are submitting your project proposal to a prospective donor, you should always check their rules about contingency funding, as these can vary greatly). As a general rule, at least 5 per cent of the total budget should be allocated as contingency costs.

Financial management

In addition to compiling a comprehensive budget, projects also need to outline the financial systems they will use to monitor project spending and income on an ongoing basis. A sound financial or book-keeping system to provide up to date and accurate information on the project's financial situation at any point in time. It will also show if the project is about to experience a cash flow problem, when it is spending too much, when it is not meeting its income targets, or when it has a surplus of funds.

Annex 1:
Summary of tips for developing good workplace projects and proposals

1. The workplace project should be seen as an integral part of the National HIV/AIDS Strategic Plan, National Health Sector Development plan and/or other national plans/strategies. Monitoring and evaluation indicators in the proposal should also feed directly into national M&E indicators. This strengthens the justification for the project and increases its relevance to the national effort to address HIV/AIDS.

2. The choice of project beneficiaries must be based on available evidence. The justification for a workplace project is stronger when it focuses on at-risk populations, vulnerable sectors and bridging populations in the world of work. The key message here is *'Know Your Epidemic'* and developing a workplace response which adequately addresses the specific needs of vulnerable men and women workers in your country. Where available, make use of relevant epidemiological evidence.

3. The project could also reach out to key affected populations and sexual minorities. UNAIDS defines key affected populations to include women, girls, youth, men who have sex with men, people living in poverty, prisoners, migrants, people in conflict and post-conflict situations, refugees and displaced persons. Using the workplace as a channel to reach out to some of these populations is recommended.

4. The gender dimension should be integral to the project and the proposal. You should demonstrate how women and girls, men and boys are affected differently by the epidemic and how their diverse needs would be addressed. Needs analysis should include gender analysis, and show that gender considerations would influence all aspects of project design, implementation, monitoring, evaluation and reporting.

5. The project proposal should demonstrate links and synergies with other workplace programmes. Donors are increasingly interested in activities which build on and add value to existing programmes.

6. The proposal could also utilize innovative approaches including ways of scalingup programmes. Donors are interested in innovative but feasible interventions.

7. The proposal should highlight any lessons learnt from similar workplace programmes and show how they have influenced the design of this project. Workers' organizations have implemented HIV/AIDS workplace programmes in many different countries, and lessons learnt from these should be considered.

8. In countries with dual HIV and TB epidemics, HIV/AIDS projects should include TB programming. Jointly addressing TB and HIV in the workplace improves the outcomes for both diseases, and makes for a stronger proposal.

9. The proposal should actively involve communities of people living with HIV and TB (as appropriate) in project design, implementation, monitoring and evaluation. This is in line with the principles of the Greater Involvement of People living with HIV (GIPA).

10. The proposal should also highlight strategic partnerships with other HIV/AIDS actors at the national level. Workers' organizations may wish to create or strengthen partnerships with employers' organizations, ministries of labour and other relevant partners (including NGOs where appropriate).

11. If the proposal includes many partners, it is useful to establish clear roles and responsibilities for each of them. The proposal should also explain how coordination of the different partners would be achieved during implementation.

12. The proposal could make reference to public-private partnerships since donors are increasingly interested in funding them. You can show how the public and private sectors would work together towards the achievement of the project objectives.

13. The proposal should also show if the benefits of the project will extend beyond the primary audience of workers and their families to reach secondary businesses, suppliers and the local community.

14. The proposal should take a comprehensive approach to workplace programmes, starting withprevention and also establishing referral mechanisms with publichealth facilities for voluntary testing and ART, andhome-based care where needed.

15. The project and proposal should emphasize the reduction of stigma and discrimination within the workplace and the protection and promotion ofhuman rights.

16. The project and the proposal should reflect international workplace best practice such as the principles of the ILO Code of practice, the new international labour standard on HIV/AIDS, and other international guidelines. This strengthens the technical merits of the proposal.

17. The principles of consistency and coherence, results-orientation, transparency, accountability, country ownership, value for money and evidence-base should inform the proposal development process. These are important criteria for many donors.

Additional tips from the ILO perspective

18. The project could include a focus on advocating for and helping formulate a national HIV/AIDS policy for the world of work, as set out in the new ILO Recommendation on HIV and AIDS (no. 200).

19. The project could include a review of national labour laws where applicable, to better address issues around stigma and discrimination.

20. The project could address the issue of social protection by including activities such as social insurance, microfinance and micro-insurance strategies to mitigate the impact of HIV/AIDS.

21. The project could include the identification and training of peer educators, the establishment of HIV/AIDS steering committees with appropriate representation of management and workers, behaviour change communication (BCC) strategies and related resource materials.

22. The project could include the identification and training of HIV focal persons in trade unions, campaigns promoting and organizing VCT, health education concerning hypertension, diabetes and any relevant occupational health issues as part of a wellness package.

Don’t go it alone – work with partners!