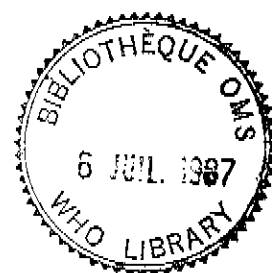




WORLD HEALTH ORGANIZATION
ORGANISATION MONDIALE DE LA SANTE

12320
WHO/HMD/NUR 86.2

Fund raising
Project finance
Nursing



Writing a funding proposal

6581-6

it's as easy as

1 2 3

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Prologue

The education and practice of nursing generally enables nurses to become keen observers. They usually are the ones who first notice trends, patterns, and changes in people and the health care they require. This often leads them to develop ideas on innovative approaches to providing health care. Nursing is a dynamic occupation, and as new directions in health care unfold, changes in education and practice are needed. However, the means to try out these new ideas are not always readily available, and many nurses do not know how to go about seeking the needed resources.

A fundamental requisite for acquiring these resources is the ability to develop a sound proposal for funding agencies to consider.

A number of nurses from many different countries around the world have asked for help in preparing a funding proposal. They realize that funding is available for activities within their areas of expertise. However, not many of them have had experience in the preparation of a funding proposal to secure financial and material resources for a planned activity. Thus they have asked for guidelines which can be used in developing proposals in order to avail themselves of budgetary resources from funding agencies.

It is for this purpose that this Guide has been prepared. It is assumed, however, that the nurses using this Guide will have already benefitted from an educational or training programme that included technical writing. Nevertheless, to express a technical need in the form of a proposal requires the development of additional skills. Senior nurses in service and education are in an ideal position to develop these skills. While this Guide has been written primarily for nurses, it may also be useful to other health professionals as well.

Acknowledgements

The preparation of this Guide was a collaborative undertaking representing the combined efforts of many people, including WHO staff at all levels of the Organization. They provided not only background material, but the results of many years of valuable experience in writing proposals for funding. They assisted in the selection, evaluation, and revision of the material, and were generous in providing recommendations and suggestions which were most useful in the completion of this Guide. However, five people have made considerable input to the realization of this Guide. They are: Judith Sullivan, Professor and Head, Department of Community Health Nursing, College of Nursing, University of Illinois, who prepared the initial draft; Evelyn L Villegas, Senior Nurse Educator, WHO/South-East Asia Regional Office, who consolidated the various comments and prepared the initial design and format; and E Paloscia-Riccard, Division of Health Manpower Development, who edited and prepared the final draft. Alistair Stewart and Molly Gunn of Dundee College of Technology, Scotland, helped in reordering the design and the printing of the Guide.

Introduction

Many nurses have experienced the excitement of envisioning a much needed health programme, and at the same time the frustration of never being able to get it started due to a lack of resources. Many of them are willing to expend the time and effort to prepare and submit a proposal for funding; yet they need to know how to be able to express their ideas in a way that is comprehensible and acceptable to those who provide the funds. This Guide is in response to the expressed need of nurses who wish to translate an idea for a needed health activity into a proposal ready for submission to a funding organization or agency.

There are many new ideas for activities worthy of funding, but which are not introduced or explained in a way that warrants consideration by a funding agency. Developing an idea, refining it, and then producing it as a proposal requires a great deal of hard work. However, there is no greater satisfaction than to have carried through this process and to have successfully secured outside or extrabudgetary resources for the development and implementation of a needed programme or service. Often, many people are involved in this process, and they may all share in the success of introducing a new health programme or of trying out a new approach to solve persistent health problems.

Examples of activities for funding

Nurses have ideas for many kinds of activities in education, service, and research, including leadership development. However, there may be still many other ideas that are worthwhile pursuing, and which may never be carried out unless resources become available.

(i) Education

Trying out a new curriculum that is competency based and/or community based. Revising and evaluating health science courses to include the development of relevant community health competence and skills in community health mobilization, community health education, and in the delivery of essential primary health care services.

or

Experimenting with selected teaching methods to determine their effectiveness in promoting positive student (learner) attitudes towards the involvement of the community in health care delivery.

(ii) Service

Demonstration of the effectiveness of a team approach to health care involving a public health nursing service for a specific population group: the nurse working with community health workers, traditional birth attendants, or workers from other sectors, such as agricultural or housing, as a team to deliver primary health care.

(iii) Research

Trying out various methods in the teaching of young mothers about the nutritional needs of their children and families, and comparing the results as measured by changes in nutrition status.

This Guide is intended to help translate innovative ideas into a complete and effective proposal.

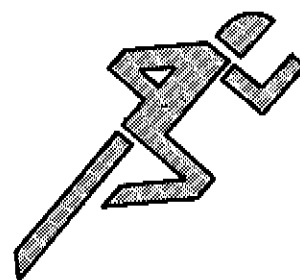
Preparing an effective funding proposal calls for "know-how" and hard work.

Sound, practical, and innovative ideas on new approaches to health care are worthwhile trying out.

Use imagination to speculate on the types of activities that funding agencies would most likely support.

Producing the Proposal

Developing an Overview



Go

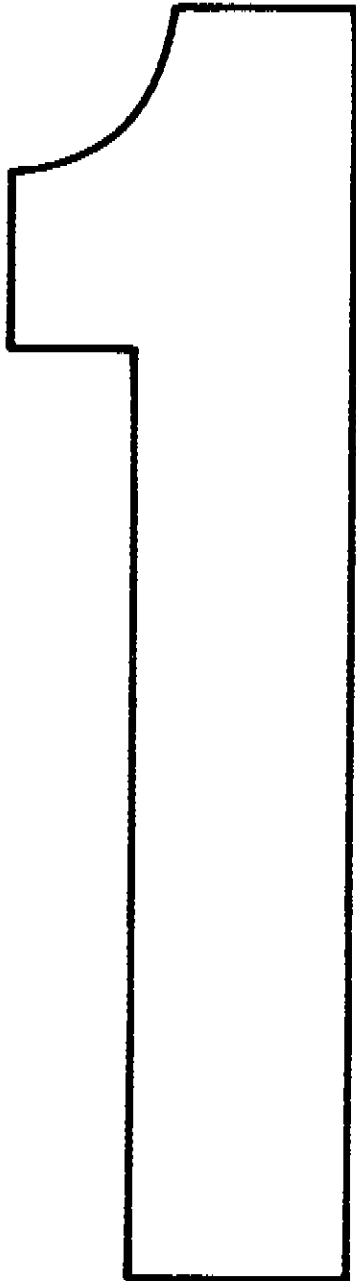
Getting Ready



Get Set



Ready



Getting Ready

Clarifying the Idea

Are your ideas clear?

What do you need to develop a funding proposal?

Developing Cooperation

Why the need for it?

What are some possible sources of support?

Exploring Funding Sources

What funding sources can be explored?

Be adventurous in seeking out funding sources

Summary

1 Getting Ready

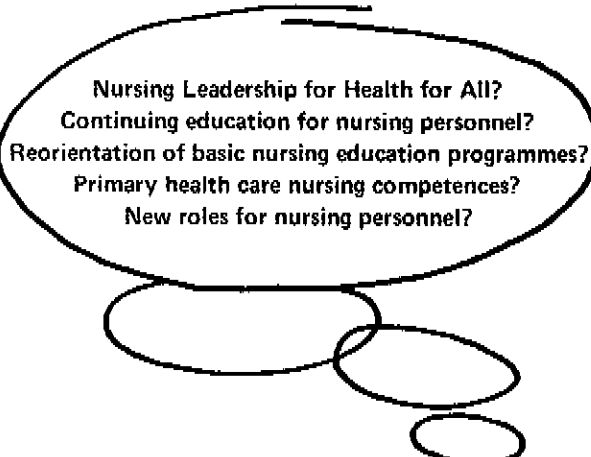
Before beginning to write a funding proposal, some important and preliminary steps must be undertaken.

Clarifying the Idea

For many people, this step is very brief because the need for the proposed activity is usually obvious and requires only to be written down. But even obvious needs can sometimes sound vague to the agency that you plan to approach for funding.

Clear, logical thinking is basic to writing a good proposal.

Are your ideas clear?



Nursing Leadership for Health for All?
Continuing education for nursing personnel?
Reorientation of basic nursing education programmes?
Primary health care nursing competences?
New roles for nursing personnel?

- Write out your ideas; use simple language that expresses the idea and its goal as clearly as possible.
- Discussions with colleagues can corroborate one's original idea or identify other priorities that must take precedence. It can also help them to lend their support to its solution. These discussions can also be used to plan the best strategy for identifying and approaching others within your working environment who could be helpful, and/or whose support is needed.
- Take up your ideas with colleagues who can assist you to:
 - discuss and clarify your ideas and translate them into specific objectives;
 - explore other alternatives;
 - determine priorities;
 - arrive at decisions as to which idea has the greatest chance of getting outside support;

Get your thoughts in order – have a full grasp of the problem and how you intend to address it, and discuss it with colleagues.

This exercise helps to focus more sharply on the problem addressed and the objectives of the proposed activity.

Colleagues can help you in various ways – involve them and get their participation and thinking.

1 Getting Ready : Clarifying the Idea

- develop the cooperation needed to implement a proposal with individuals and professional groups;
- explore other methods or approaches to ascertain the importance or need for the proposed activity.

What do you need to develop a funding proposal?

- Personal experience in dealing with the health care system.
- An understanding of needs that must be addressed.
- An understanding of current trends and patterns in health care.
- Knowledge of the priorities within national health plans.
- Knowledge of research findings in the area(s) of the health care needs under consideration.

It is important to determine whether this kind of proposed activity has already been done. The people reviewing your funding proposal will usually be aware of current and past work reported. If the proposed activity is not a completely original one, then there should be an explanation as to how it will provide new insights to a problem or situation studied by others, and how it will advance new knowledge. If the proposed activity emphasizes the application of existing knowledge or techniques, then there should be an indication of its relevance in terms of patient benefit or greater efficiency.

- Knowledge of the funding agencies - their goals, priorities, major interests, and resources.
- An understanding of the way issues are presented to funding agencies, the format used, their expectations.
- Knowledge of potentially important sponsors for the proposed activity, whose endorsement may be required by the funding agencies.

Depending on the scope of work, the preparation and writing of the funding proposal will involve a number of people. However, one person should assume the leadership of the proposal team. It can be the person who had the original idea and who initiated the funding proposal.

This person, who will usually make the biggest investment in time and effort on the proposal, is the one who is best informed about the entire work and should assume responsibility for the overall coordination of the proposal.

This kind of knowledge and experience is basic to the development of a funding proposal appropriate to the health care setting; it would ensure a proposal that reflects an understanding of the nature of the health problems and possible solutions for dealing with them, and one that is likely to receive support.

A thorough and thoughtful review of literature relevant to the problem can provide the rationale for identifying the problem situation and the means by which it could be addressed.

Consult publications of the agency's latest reports; list of projects being supported; scope of activity, etc.

The team leader will coordinate the work and will be the principal author of the proposal.

1 Getting Ready : Developing Cooperation

Developing Cooperation

Why the need for it?

- The very nature of health care calls for the involvement of many people with different kinds of expertise to implement a proposed activity.
- Individuals and groups, such as a national nursing association, can offer suggestions for the development of a funding proposal. The earlier they are involved in the planning of the proposal, the more effect their impact will have, and the more committed they will be to the completion of the proposal and to its implementation.
- A small group taken from these individuals and groups can be formed into an "advisory group" and act as consultants to the funding proposal. The advisory group would meet from time to time to assess the progress of the proposal and to determine what future action has to be taken.
- The existence of this advisory group and the support it lends will help convince the funding agency that the proposed activity has wide support and that there is a consensus about the need to do it.

Most funding proposals require the cooperation of others for their development and implementation.

What are some possible sources of support?

- Heads of departments within a school or health department may be approached for their views.
- National nursing association, or possibly a sub-division of it.
- For proposed activities in nursing education, colleagues in nursing service are vital allies.
- Depending upon the nature of the proposed activity, it may be important to solicit the support of neighbourhood organizations, political leaders, heads of nursing organizations, or voluntary organizations that are recognized for their leadership in the particular area of the proposed activity.
- There are agencies and people available for consultation on how to obtain funds although they themselves do not necessarily provide funding. They can also help by reviewing a draft proposal and suggest ways to improve it.
- Sources of assistance for writing up proposals or for any other information needed include:
 - University faculty members who are experienced in preparing research proposals.
 - International development assistance agencies, e.g., German International Foundation for Development (DSE), International Development Research Centre (IDRC), Swedish International Development Assistance (SIDA), Canadian International Development Agency (CIDA). (See Annex 1)

A proposal for a nursing service or educational programme may be carried out by nurses, but it may require the support of those in related areas, both within and outside nursing.

This could also be true in reverse: those in senior nursing positions should seek to review as well the ideas of others, as they might plan activities that would call for the support of nursing.

Most people who have the know-how are willing to help - consult them.

Make use of available support very early in the process of preparing the proposal.

1 Getting Ready : Developing Cooperation

- Various individuals in the community who are knowledgeable in this area, e.g., staff of health development centres, community development agencies.
- International staff in the country, e.g., resident representatives of UNDP, UNICEF, and WHO staff.
- Professional associations, e.g., national nursing or medical associations.

1 Getting Ready : Exploring Funding Sources

Exploring Funding Sources

What funding sources can be explored ?

Funding Organizations and Agencies

There are several funding organizations and agencies and different ways to secure advice and help in the preparation of a proposal for funding. A list of agencies that may be considered is given in Annex 1.

Organizations or agencies can provide both information and assistance in preparing a draft proposal.

- General sources of funding:
 - your own institution
 - the Government
 - foundations and other voluntary organizations
 - bilateral agencies
 - corporations
 - United Nations and specialized agencies
- Government sources:

These include ministries or departments of planning, ministries of health, and other ministries responsible for socio-economic development and health-related activities, e.g., environment, agriculture, etc.
- Foundations and some voluntary organizations:
 - usually publish annual reports that describe their record of funding
 - sometimes publish other materials that give information about their activities and future directions.

There are no hard and fast rules, but initial efforts or pilot projects are often funded internationally by institutions, to help the project personnel gain more experience before seeking outside funding.

While these materials may not be readily available in all countries, they can be requested by writing to the main office of the foundation or organization.

- Bilateral agencies:
 - are usually approached through government channels.

1 Getting Ready : Exploring Funding Sources

- Corporations (industrial, multinational):
 - may need to be first approached with an informal proposal to assess their interest
 - are most likely to support activities related to their product or services, or to problems of interest to them.

Be adventurous in seeking out funding sources

- Make enquires before fully developing your proposal to find out which one will be the most likely to respond.
- Identify the most appropriate funding agency to which you can apply. You should decide whether to apply to more than one funding agency for the same activity.
- Contact the agency through a letter or telephone call to find out priorities and special interests for funding, how the organization receives first inquiries, whether it provides advice and assistance, and, if so, in what form, and how to obtain forms or proposal outlines to be filled out.
- Make sure the **objectives** of your proposed activity are relevant to the **mission, goals, guidelines, and resources** of the agency from which you seek funding.
- Prepare a letter that includes a summary written in attractive form (see pages 7 & 8). This can later be expanded and refined along the preferred lines of an agency that expresses interest in the planned activity, with the help of agency personnel, so as to have them involved.
- If sample proposals are available, study these and use them as a guide.
- Most funding agencies have explained their terms of reference; these should be examined as well.
- The choice of methods you plan to use to carry out the proposed activity may depend partly on the policies of a funding agency.
- When an interested agency is found, follow their guidelines closely while exercising creativity in presenting the goals of the proposed activity.
- Avoid wasting time in preparing a proposal for one agency when there are others more receptive to your ideas.
- Make sure you comply with the deadlines for submitting proposals.

What is the most suitable agency for your proposed project? Consider the objectives for which you are writing the proposal.

Do not hesitate to enquire about the funding agency's interest in your idea.

To be turned down does not necessarily mean that the activity is not worth funding – only that it may not meet the interests of that particular funding agency.

Example

Dear

I understand that (name of funding agency) provides funds for (general area of funding - training health personnel, health programmes etc.). I am writing as head of (sponsoring organization), where a project (state purpose, such as, "to reorient the nursing curriculum towards community health and primary health care") is being considered. (You could then proceed here to give a short description of what would be involved in the activity, highlighting the unique features, its timeliness, and/or usefulness to the community).

If this activity is one which could be considered for funding by (name of funding agency), please send me the necessary forms and any other relevant information required for submitting a proposal.

If you think that this activity does not meet the criteria for funding from your agency, could you please refer me to a more appropriate source?

Thank you for your assistance.

Yours sincerely,

(name)

Example

Mr
.....
.....
.....

Date

Dear

I have been informed that your agency (name of funding agency) provides financial assistance for health activities designed to improve health care to populations.

As the Director of Nursing Division, Ministry of Health, (country), such an activity is being planned for the purpose of improving supervision and continuing education of nursing/midwifery personnel, who are the main providers of health care services at the primary and first referral levels in rural communities.

(Give a short and interesting description of what is involved in the activity: the problem and prevailing conditions; how it will be useful to the community; its unique features; how it fits into the national health plans; etc.).

If this type of activity is relevant to your agency's objectives and programmes, it would be greatly appreciated if we could be furnished with the required forms and any other pertinent information necessary for submitting a funding proposal.

Should this type of activity not be suitable for your own purposes, you might be aware of other agencies that would be interested in considering our proposal. Please provide us with the names of other such agencies.

Thank you for your assistance, and I look forward to a favourable reply from you.

Yours sincerely,

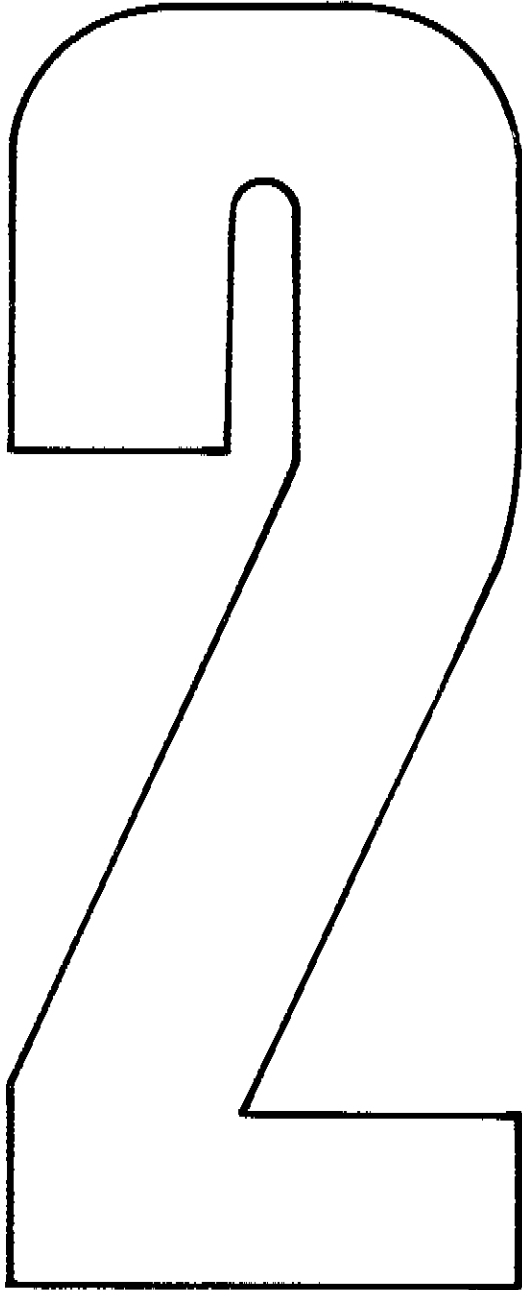
(name)

(Title)

(Institution)

Summary

Sometimes, when preparing a proposal, the planners omit thinking over the idea, and forget about the sources of support that can serve to clarify the purpose and objectives of an activity. Most activities are built upon some prior ones, and therefore require the cooperation and support of individuals and groups for their successful implementation. The initial phase is well worth the effort and does not necessarily have to take much time. In fact, it can be combined with the next step – getting an overview of the proposed activity, which will be discussed next.



Developing an Overview

Defining the Scope of the Proposal

Why?

Outlining the activity

Planning in Phases

Building on Resources

What resources are available?

Working with others

2 Developing an Overview

By now, sufficient response to the funding proposal may have been generated so that it would be possible to determine the direction it should take and the amount of support it can draw. Although more work may need to be done on either of these points, you may still be ready to take another step along in the process.

Defining the Scope of the Proposal

Why?

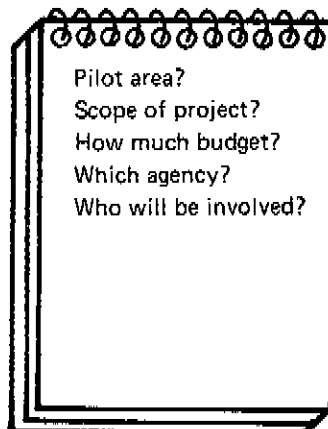
- As a basis for examining and reviewing the specific objectives of the proposed activity.
- To decide how big the activity should be – large enough to warrant spending the effort, but not so large that more resources than planned for will be needed for its implementation.
- To determine how much funding will be required.
- To estimate whether the aims or goals, and the budget required, will be acceptable to the funding agency.
- To estimate how much can be accomplished at each stage and how much resources are needed.

Limit the scope of the proposal to what is feasible and practical.

Outlining the activity

- Develop an outline that briefly describes the goal and objectives of the planned activity as clearly as possible.
- This exercise is a good way to express the purpose of the proposed activity to those who will be consulted about it.
- Refine the description as new ideas are contributed by others.

By the time the final draft of the proposal is ready, the main points will have already been identified and included in the outline.



Example

The goal of this proposed activity is to:

Reorient the curriculum in basic nursing education at
. School of Nursing towards community health and
primary health care.

The objectives:

- (i) Within six months, representatives from the community and from other groups and agencies serving the community will be identified to serve on the school's advisory committee.
- (ii) Within one year, the reoriented curriculum will be planned and accepted by the faculty and collaborating community agencies.
- (iii) Within two years, 50% of the teaching faculty will devote 20% of their time to primary care nursing practice.
- (iv) Within five years all graduates of
School of Nursing will be prepared to work in primary health care positions.

To be implemented, this proposed activity will need:

- (a) a director who is knowledgeable in the areas to be strengthened;
- (b) new clinical settings and community experiences to be included for students;
- (c) new teaching materials that emphasize community health and primary health care.

Planning in Phases

- It is a good idea to plan a proposed activity in a series of phases in order to determine how much work can be accomplished at each stage and what resources would be required to do this.
- Each component of the proposal must be carefully thought through, to determine the sequence of implementation of the steps designed to attain the goal and objectives set, including resources needed, and to demonstrate that the proposal is part of a total plan within a given health care system or institution.

Example

The goal of this proposed activity is to

try out a new method of gaining community experience in a basic or baccalaureate nursing programme.

The implementation of a new method for gaining community experience for the entire nursing programme might put a great strain on the teachers or faculty members. Therefore, this type of activity is best carried out in phases or stages.

Phase I – Pilot or demonstration stage

Use one class of students, i.e., 2nd year students, and one selected community agency in order to try out the new method of learning experience. Work out the details and problems, required tools for teaching and evaluation, etc., and make the necessary changes. Involve all the teachers during the first phase.

Phase II – Implementation stage

Incorporate the refined new method of community experience into the entire curriculum for all students in the nursing programme.

Teachers of the programme could all be involved in the first phase so that they will have gained experience in the application of the new method before it is implemented in the entire nursing education programme.

- In this example, the scope of the activity will cover:
 - the type of nursing programmes (basic, post-basic) to be included in the proposed activity;
 - the numbers of teachers and students to be involved;
 - the extent of the community project;
 - the role of community agencies.

2 Developing an Overview : Building on Resources

Building on Resources

What resources are available?

- Assess realistically the resources required and available to implement your activity.
- Plans for the proposed activity should call for utilization, and subsequent building on, of existing resources.
- Analyse existing resources and plan to build on what is already available as part of the total system.
- In all cases, a series of logically phased activities, including an estimation of the resources required, is needed before the proposal can be forwarded.

Knowledge of what resources are available is basic to a logical sequencing of planned activities.

Educational Institutions	Health Care Facilities	Trained Health Personnel	

- Plan only to use resources (human and material) that are accessible or that can be made available.
- Determine specifically the funds needed for salaries, equipment, supplies, specialized services, consultants, and other items. **Under-estimating** your requirements will cause you unnecessary difficulties when carrying out your activity. **Overestimating** resources will detract from the importance of the activity, either during the first review, or when an annual progress report is submitted.

Example 1

For developing a training programme for traditional birth attendants, community health workers, etc., and assessing their effectiveness, there may be a need to develop a supervisory system that would include a transportation system, teaching/learning materials, and an information system.

Example 2

The development of an outreach health care programme from a hospital clinic to homes in the community may require a series of activities prior to beginning the programme such as : the establishment of working relationships with community groups and local government; the provision of a transportation system; the initiation of a health education programme.

2 Developing an Overview : Building on Resources

Working with others

Depending on the scope of work, the planning and development of the funding proposal will involve a number of people.

- This is the time to consult with others, even though you may have already discussed the proposed activity with colleagues, experts, or other advisers when you set the objectives and developed the outline (see also "Developing Cooperation", pages 4 & 5).
- It would be well to consult with resource persons, such as research methodologists and biostatisticians, or with experts in the subject that concerns you. Seeking consultation after a proposal has been rejected, or after the data have been gathered, is usually too late.
- Seek the help of influential groups or colleagues or leaders of community organizations.
- Make a list of these individuals and groups and plan to call or visit them to seek a letter of endorsement.
- Start talks with individuals and groups outside your institution whose active support and collaboration you may need for executing the proposal.

A written document from cooperating organizations, endorsing your proposal, would greatly strengthen the chance of getting a funding agency interested in your activity.

Early involvement of other individuals and groups increases their interest in the proposed activity, and any benefit they might gain from it.

Example

If you propose that students of nursing will have a ten-week clinical experience in a community organization, it would be wise to secure the cooperation of that organization before the proposal is written.

- Written agreements between organizations may be necessary in special cases.

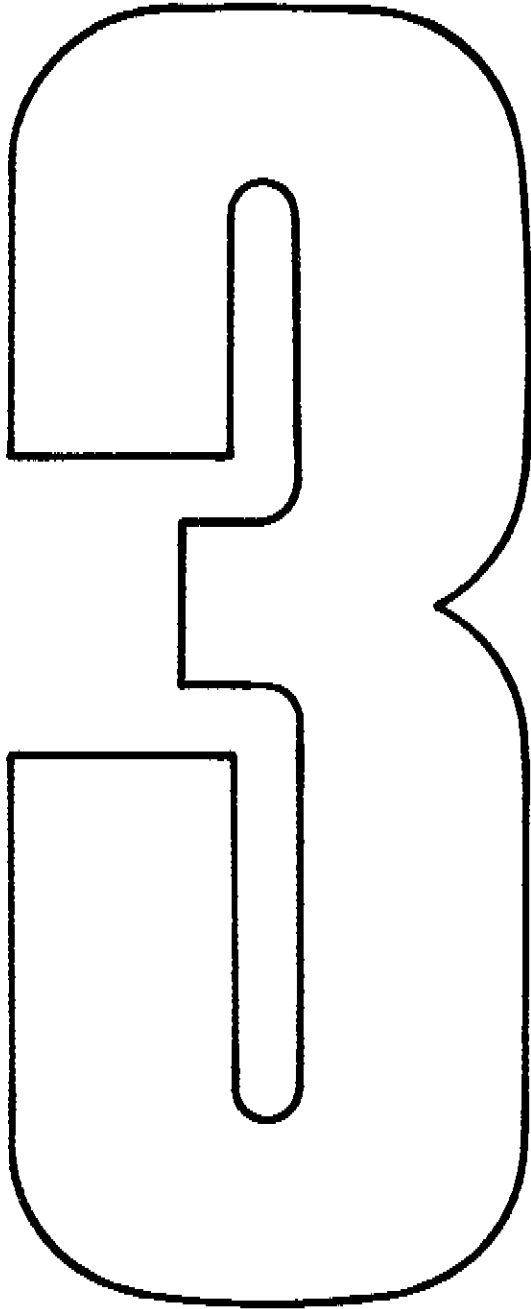
Example

A community health agency expecting to offer health services on the premises of a housing complex would seek an agreement in writing to this effect with the management of the housing complex.

2 Developing an Overview : Summary

Summary

A very important step in the continuing preparation for writing a funding proposal has been described in this section. It is more specific than the general exploration described in Step 1. It involves specific mobilization of effort to accomplish the task. Establishing the scope of work to be accomplished is not easy, but it is necessary if the proposal team is to identify the appropriate funding agencies to approach, and to determine the kind and extent of help (from both inside and outside sources) needed to undertake the activities. With these major steps well underway, it is time to proceed to the process of working on the development of the proposal itself, which will be described in the next section.



Producing the Proposal

Writing the Proposal

Sharing the work

Who should do what?

Components of the written proposal

Working with the Funding Agency

Peer Review and Revision

3 Producing the Proposal

Now that plans have been drawn up on the basis of the ideas, the operational part of the work comes next:

- (i) Writing the proposal
- (ii) Working with the funding agency
- (iii) Conducting a peer review
- (iv) Revising the proposal based on recommendations.

Writing the Proposal

- While the writing of the proposal itself is time consuming and requires a great deal of attention to detail, it can follow a fairly standard process that is not difficult to understand.
- If steps one and two have been well covered, this third step will be considerably easy. The main challenge for the team leader is to maintain the momentum throughout all three steps.

Do not be surprised if you feel not quite ready – that is a common feeling among writers that delays many projects unnecessarily.

Sharing the work

- Based on the outline prepared in step two, develop a detailed outline of each section of the proposal. Analyse all the parts and view it from its entirety. This is necessary to avoid duplication of efforts as well as gaps.
- Let the team members choose the part of the outline where they can be most productive and work as effectively as possible.
- Designate a section of the outline to each member of the team writing the proposal, stipulating deadlines.
- List all technical and support staff, including full-time and part-time consultants:
 - describe what each person will do
 - indicate the amount of time required for each position.
- Everyone involved should be clear about their specific assignment.

Avoid duplication or gaps by reviewing the outline for the proposed activity.

If there is to be a change in the team leader who has had the work up to this point, the best time for the change is when the proposal team is constituted.

Who should do what?

- Tasks that could be undertaken by the team leader:
 - The team leader must assume responsibility for the work on the whole proposal.
 - The team leader supervises the writing of the proposal so that it becomes an organized, coherent whole, rather than a "cut and paste" effort by a number of people working independently of each other.

3 Producing the Proposal : Writing the Proposal

- The team leader is responsible for the final draft; its style, consistency, and logical organization.
- Tasks that could be delegated to team members:
 - Review of literature and background data on the problem in relation to the target population in the proposal.
 - Collection of information needed to complete the forms required by the funding agency, e.g., biographical sketches of people who will be involved in the activity.

Attach curriculum vitae and publications to demonstrate capabilities of those involved in the proposal - individuals as well as institutions.

Important!

Draw up a time-table; timing is very important. A well-written proposal requires at least two months to prepare, and at least six or more months to be acted on, depending upon the agency concerned.

Components of the written proposal

- Funding agencies will have their own forms and instruction sheets and will call for a different order in the presentation of the components. Although the style or format may differ, and different terms may even be used, all proposals have the same components.
- Look for sections that could be best presented with charts, graphs, maps, or drawings, and arrange for obtaining these as early as possible since they may not be readily available.
- Lengthy appendices, supporting documents, and bibliography will only make a longer and more cumbersome proposal. Appendices generally do not add much. An appendix or a supporting document should be included **only** if they make it easier to understand the main body of the application (for example, the format of an interviewing form), or if it is clearly inappropriate to include the information in the main part of the proposal. If there is any doubt, explain briefly in the main text what a supporting document contains, and indicate that it is available on request, but do not attach it.
- The Introduction or Executive Summary (Maximum 1½ - 2 pages):

All components are important and comments must be given for each of them.

Keep appendices and supporting documents to a minimum.

This should briefly describe the activity, the need for it, and its outcome in terms of improvement of health care and meeting community needs or extension of primary health care, etc., and includes the total external funding requested.

The Summary:

- Clearly establishes **who** is applying for funds, e.g., University of X People's Hospital, etc.

Good introductions are brief and interesting and should excite the reader's interest.

3 Producing the Proposal : Writing the Proposal

- Describes the purpose and goals of the group applying for funding, and evidence of its accomplishments and qualifications in the area for which funds are sought.
 - Should be interesting but as brief as possible.
 - Should form the background for the statement of the problem in the next section.
- Indicates the duration of the project.
- Background information about the proposed activity:
 - Includes a brief review of the literature and rationale.
 - Gives a concise description of the problem and describes the situation or educational programme requiring change.
 - Presents the problem in terms of the benefits that would accrue to the community being served and **not** the applying institution.
 - Includes facts and figures to support the statements made.
 - Includes relevant references, such as, for example:
 - National health plan, if relevant
 - Studies relevant to the activity (demographic descriptions of the target region)
 - Statements by major consumer groups
 - Studies or articles reported in nursing or other scientific journals that explain any aspect of the proposed activity.
 - Objectives of the proposed activity:

These are very specific statements that indicate what the activity is expected to accomplish. You will have already made some notes on the objectives, so this section should be the easiest to deal with.

 - They should reflect the overall goal of the proposed activity.
 - They should focus on the **outputs** of the activity, i.e., the results or **end products**.
 - They should be stated in quantifiable and measurable terms.
 - They should state:
 - the thing to be accomplished (subject and verb);
 - how many or how much (the number or amount);
 - by what time (date)
 - They should be realistic: consider what is to be done and the support likely to be available from the funding agency.

Keep a list of references used as you go along; use references that are recent, pertinent, and that represent authorities in the field.

Demonstrate awareness of the current situation on the problem concerned.

Exercise caution in quoting facts and figures and make sure these are properly documented.

Works quoted or paraphrased should be complete and accurate: give sources of information.

Most proposals may have three to five objectives that, together, address the scope of the work to be accomplished towards meeting the goal of the activity.

Remember - direct, simple, and clear-cut statements are most useful in explaining ideas.

When objectives are written this way, it is easy to evaluate the extent to which each one was achieved.

3 Producing the Proposal : Writing the Proposal

The statement of the objectives should indicate quite clearly

- (i) **What will be accomplished** at the end of the proposed activity – products/end results.
- (ii) **Conditions** under which the objectives of the proposal will be demonstrated.
- (iii) **Criteria** – standard by which the results of the proposal will be evaluated.

Example

The number of (pregnant) women in any town receiving health care within the first trimester of pregnancy will increase from 5% to at least 50% within one year.

Example

By 1990, 50–75% of the graduates of X School of Nursing will be prepared to accept leadership posts in primary health care programmes.

Example

Primary health care services started by nurses will increase from none to five within six months following the workshop.

Goals and Objectives of a Proposed Activity

Example 1

Goal:

To promote the quality of family health care services to the population, through strengthened supervision and continuing education of nurse-midwifery personnel.

Objectives:

- (i) By 19..., all nurse/midwife supervisors and continuing education teachers trained in current concepts and techniques of supervision, teaching, and family health care.
- (ii) By 19..., standards for family health nursing/midwifery practice defined, approved, and operative.
- (iii) Supervision and teaching guidelines for nursing/midwifery personnel formulated, disseminated, and operative at all levels of the health system by 19....
- (iv) Mechanisms for regular supervision and continuing education of nursing/midwifery personnel established and operational throughout the health system by 19....

Example 2

Goal

To reorient the curriculum in basic nursing education and X School of Nursing towards community health and primary health care.

Objectives:

- (i) Within six months, representatives from the community and from other agencies serving the community will be identified to serve on the school's advisory committee.
- (ii) Within one year, the reoriented curriculum will be accepted and implemented by the faculty and collaborating community agencies.
- (iii) Within two years, 50% of the teaching faculty will devote 20% of their time to primary care nursing practice.
- (iv) Within five years all graduates of X School will be prepared to work in primary health care positions.

3 Producing the Proposal : Writing the Proposal

- **Significance (Justification)**

An explanation why this particular activity is important for solving problems in your area; the relevance of this proposed activity to nursing or primary health care in your country or community.

- **Collaboration**

If other organizations or institutions, schools or colleges, or independent health personnel have agreed to participate in the implementation of the activity:

- describe these separately, concisely, and clearly, in terms similar to the way you have described your own where the proposed activity will take place;
- give the reason for this particular collaboration;
- describe the numbers and types of resources available; and
- include a letter of agreement from the Chief Administrator of the organization involved.

- **Methods (Action Plan, Plan of Work)**

In this section of your proposal explain how you plan to meet each of your objectives.

- Explaining the means to reach each objective is appropriate to show what has to be done to a programme or services in order to accomplish what you are setting out to do.
- The activities planned should be sequenced in a logical way, and a time-table included (see page 25).
- Stipulate the target population or area.

Explanations should be simple, and readily comprehensible; include pertinent details.

- **Evaluation Plan**

- A plan for evaluating each objective is needed to show to what extent the objective has been met, and evaluation forms designed.
- An evaluation plan should be built in from the beginning of the proposal formulation.
- Determine exactly what outcomes or actual changes are expected as a result of the proposal.
- Specific criteria or norms should be defined.
- Evaluation includes both quantitative (numbers) and qualitative (values) factors.
- Evaluation includes measurement; therefore, the data must be quantified.
- The evaluation plan must also explain what information is required and how this will be obtained.
- Evaluation includes the process of "feedback" to the entire system so that changes to correct the system can be made, to achieve the goals set.

A plan for evaluation is an integral part of any funding proposal.

Use specific criteria and measures of progress towards achievement of objectives.

Quantify whenever possible.

3 Producing the Proposal : Writing the Proposal

- Personnel
 - List each person (both technical and support staff) participating in the activity and give a description of what each one will do. This is sometimes included under Budget, but at times it is appropriate to list these separately to illustrate how a plan of action will be implemented.
 - Indicate the duration of the time required for each person to accomplish the assigned task.
- Facilities, equipment, and supplies
 - Include any special facilities, equipment, or supplies required to carry out the activity.
 - Give a full description, especially if it is a sizeable item.

Even if given under Budget, these special items should appear somewhere in the narrative of the proposal to show how they are going to be used in the activities planned.

3 Producing the Proposal : Writing the Proposal

Example of Objective Action Planning and Scheduling

Objectives: By 19 . . . nurse/ midwife supervisors/continuing education teachers trained in current concepts and techniques of supervision and continuing education of nurse/midwifery personnel	Target Date for Completion	Person/ Committee Accountable for Performance	Comments
Activities - Phase II - Core Group Training			
1. Formulate selection criteria for Core Trainer Group	15 January	Project Team	
2. Selection and appointment of Core Group Members	30 January	Project Team	
3. Formulation of training programme for Core Group	10 February	Project Team	
4. Curriculum plans, course outlines, teaching/learning materials completed	30 April	Project Team	
5. Implementation of 3-month training course - theory and field practice	30 July	Project Team	
6. Monitoring and assessment	Throughout	Project Team	
7. Study tour - 3 months	October	Fellowship Officer	
8. Evaluation of Phase II	December	Project Team	

3 Producing the Proposal : Writing the Proposal

Example of a Gantt (Bar) Chart for Planned Activities

Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Phase II – Core Group Training												
1. Formulation of selection criteria	—											
2. Selection and appointment of Core Group	—											
3. Formulation of Training Programme	—	—										
4. Curriculum completed		—	—	—								
5. Training of Core Group					—	—	—					
6. Monitoring and assessment					—	—	—					
7. Study Tour								—	—	—		
8. Evaluation												—

Example of a Timetable for a Proposed Activity

Components	Jan	Feb	Mar	Apr	May	June
1. Select Team Leader	—	—				
2. Hold meeting to discuss proposal		—	—			
3. Select Advisory Group			—	—		
4. Review the situation (problem)		—	—	—		
5. Review relevant literature	—	—	—			
6. Draft of the outline for the proposed activity						—

3 Producing the Proposal : Writing the Proposal

- Budget Justification

- This part of the proposal states how much the items cost that are needed to carry out the work to achieve the objectives, e.g., full and part-time personnel, consultations, facilities, equipment, supplies, travel, etc.
- Most funding agencies provide application forms that include the required breakdown of budgetary categories. But many proposal budgets are submitted without justification for the various categories of expenditure. Moreover, budgets are frequently not detailed enough to enable a reviewer to link items of disbursement with the activities and tactics described in the planned activity.

The budget justification should explain the need for each individual for whom a salary is requested, every item of equipment and category of supply, travel, etc. It is wise to identify any major expenditure for which the estimates are not firm. Should budgetary difficulties concerning an uncertain estimate arise later, prior identification will have facilitated the approval of amendments.

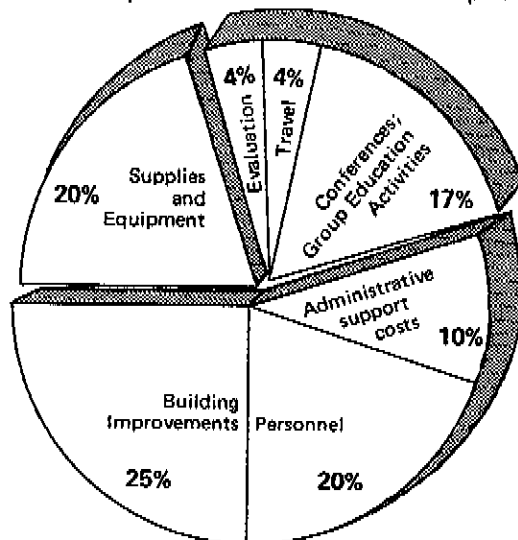
- Present the real costs you anticipate.
- Include the required alterations.
- If student or patient costs are to be incurred, list them as well.
- If a university or institution is to administer the activity, a standard rate is given for the use of space, utilities, and other costs.

If the funding agency does not wish to allow a certain category, it will be deleted from the budget. It is unlikely that the entire activity would be turned down for this reason alone. Occasionally a funding agency may even allow for more than is requested in a given category, if staff or reviewers believe the allocation is not sufficient to do an adequate job. Either way, the proposal should present the actual costs expected.

Most nurses have had little preparation or experience with finance and budgeting. Here is an area where consultation with knowledgeable and experienced colleagues is essential.

People experienced in receiving funding are usually willing to help novices get started. Get the advice of others, especially those who have received funds from the agencies you are considering.

The proposal should present actual costs expected.



Summarizing Your Budget

3 Producing the Proposal : Writing the Proposal

Example of a Budget for a Proposed Activity

Year 1	Amount	Fringe	Total
Personnel			
Project Director			_____
Secretary			_____
Faculty (4) at 20%			_____
Consultants			
Curriculum Expert at per day; and expenses			_____
Media Development Expert at per day; and expenses			_____
Travel			
Local (Note purpose, number of miles, amount per mile)			_____
To Conferences (Note purpose, cost of trip, registration etc.)			_____
Supplies			
(Itemize for paper, films, stamps, telephone costs, copying)			_____
Equipment			
(Itemize for projectors, community assessment kits, physical assessment kits, blood preassure cuffs, etc.)			_____
Support Costs to the proposal borne by the requesting organization or institution			_____
GRAND TOTAL			

3 Producing the Proposal : Writing the Proposal

Example

	Duration	Date Starting	Total Cost
1. Project personnel			
1.1 Project Director			
1.2 Secretary			
1.3 Projector Team Members			
2. Consultants			
2.1 Curriculum Expert			
2.2 Media Development Expert			
3. Travel			
3.1 Monitoring and Assessment			
3.2 Field Practice Supervision			
4. Supplies and Equipment (Itemize – equipment, paper, telephone, etc.)			
5. Training Course			
5.1 20 Participants x 3 groups x 3 months			
6. Study Tour – 4 months (extra region) for 30 selected participants.			

3 Producing the Proposal : Writing the Proposal

Check List and Evaluation Form for a Funding Proposal

I Summary - brief description of the request for funding.	Yes	No	Suggestions for Improvement
1 Presented at the beginning of the proposal.			
2 Applicant is clearly identified.			
3 Concise, clear statements on the: • problem/s - its significance and importance			
• objectives - expected results			
• methods to achieve objectives			
• total cost			
• funds already available			
• funds requested in this proposal.			
4 Logically organized and presented in an interesting manner.			

II Introduction - clear, short description of the applicant and qualifications for funding	Yes	No	Suggestions for Improvement
1 Clear, brief descriptions of the applicant's: • goals and purposes			
• programmes and activities			
• clients or populations served			
• accomplishments (provide evidence).			
2 Qualifications clearly establish competency of personnel carrying out the activity.			
3 Is concise and clear.			
4 Is interesting; no jargon used.			

3 Producing the Proposal : Writing the Proposal

III Background - concise and precise information related to the proposal - what work has already been done.	Yes	No	Suggestions for Improvement
1 Review of related literature:			
• Existing studies and what have already been found			
• Who, where, when, latest studies were completed			
• Approaches, instrumentations, methods used			
• Use of reliable and valid sources of information			
2 The Problem:			
• Background of the problem area - brief and clear			
• Clear, explicit statement of problem/area of concern/felt needs of clients served			
• Relates to goals/purposes of applying institution			
• Supported by statistical evidence/ authorities			
• Is brief and interesting to read			
• Gives the scope, significance, and requirements of the institution			

IV Objectives - expected outputs/results to be achieved within planned time frame.	Yes	No	Suggestions for Improvement
• Reflect overall goals			
• Stated in quantifiable or measureable terms, if possible			
• Realistic and attainable in the time stipulated in the proposal			
• Can be used to evaluate accomplishments of the activity.			

3 Producing the Proposal : Writing the Proposal

V Significance – explains the importance or relevance of the activity to solve problems.	Yes	No	Suggestions for Improvement
1 Clear and brief description of the importance of the activity.			
2 Solution of problem will be of practical value to population served or to advancement of knowledge in the field.			
3 Validity of the central concept is established.			
4 Is interesting.			

VI Methods/Procedures – describes approaches and activities to be undertaken to achieve objectives.	Yes	No	Suggestions for Improvement
1 Briefly describes the organizational structure within which the activity will be carried out.			
2 Important terms are defined.			
3 Planned activities are sequenced logically.			
4 Target population is identified.			
5 Time frame for carrying out each major activity clearly spelled out.			
6 Instrumentation, data collection, processing, and analysis described succinctly.			
7 Is clear and interesting			

3 Producing the Proposal : Writing the Proposal

VII Budget Requirements – clearly specifies costs to be met by funding source and by others.	Yes	No	Suggestions for Improvement
1 All components are detailed.			
2 Includes all items requested from funding agency.			
3 Includes all items paid by national sources.			
4 Includes all items paid by external sources.			
5 Includes detailed estimate of running costs.			
6 Includes a complete list of required supplies and equipment.			
7 Includes indirect costs when appropriate.			
8 Is adequate to carry out all activities planned.			
9 Contains no unexplained amounts for indeterminate/miscellaneous aspects.			

VIII Future Funding – describes a plan for continuation beyond requested funding.	Yes	No	Suggestions for Improvement
1 Brief, clear, and specific plan to obtain future funding if the activity is to be continued.			
2 Specifies plan for maintenance costs (if construction grant).			
3 Has minimal reliance on future funding.			
4 Is supported by letters of commitment.			

3 Producing the Proposal : Writing the Proposal

IX Participating Agencies – actual and potential collaborating parties in the proposed activity .	Yes	No	Suggestions for Improvement
1 Includes a list of participating/collaborating national and international agencies/orgnizations .			
2 Specific inputs expected from each of these collaborating organizations			
3 Scope of responsibility of each organization well defined.			
4 Brief description of specific activities to be carried out by each participating organization			

X Evaluation Criteria and Process describes how attainment of objectives is determined	Yes	No	Suggestions for Improvement
1 Specific criteria for each objective defines: • quantifiable/mcasureable products			
• method and mechanism for evaluation.			
2 Specifies who should do the evaluation.			
3 Specifies when evaluation is to be carried out and how often.			

3 Producing the Proposal : Working with the Funding Agency

Working with the Funding Agency

- Whenever possible, seek assistance from a staff member of the funding agency for information and the procedures to be followed, prior to submitting a proposal. By doing this the staff member is alerted to the possibility of a proposal coming from the author, and will stand ready to give further information or assistance as requested along the way towards reaching the deadline.
- Types of information needed:
 - objectives of the funding agency;
 - format required for proposals submitted;
 - deadlines for submission of proposal.
- Nurses will most likely propose activities in health care or in nursing education and services.
 - Activities of this type will usually fit into the general guidelines prescribed by the funding agency for health or for education.
 - Seek assistance from a staff member of the agency in:
 - o clarifying the agency's stand on the proposed activity;
 - o deciding whether to make changes to suit the agency's priorities; or
 - o looking for another agency whose interests are closer to yours.
- A useful strategy is to write up the funding proposal in a format that will allow for the component parts to be supported in various ways or by different funding agencies. This approach will allow different funding agencies to fund selected components of the proposal according to their interests.

Make sure all components crucial to the proposed activity are funded.

Example

A proposal for building alterations may be designed so that the physical alterations, the personnel required, and the equipment needed could be funded separately from each other, by different agencies.

- Be creative - develop alternative strategies in case the first plan does not succeed.
- Tap the expertise of the personnel of the funding agency to add new ideas, suggestions, or alternative approaches.

People who have been successful in receiving funds are those who are not easily discouraged; who do not put "all their eggs in one basket"; who find creative adaptations to make things work.

3 Producing the Proposal : Peer Review and Revision

Peer Review and Revision

As soon as a legible and coherent first draft is done, it is ready for peer review, in preparation for the inevitable subsequent re-writing.

- One or two people experienced in applying for and administering extra-budgetary funds (see pages 4 & 5, "Developing Cooperation" and "What are some possible sources of support?") can review the completed fund proposal.
- Set a time limit for this review and allow enough time to make the necessary suggested changes.
- Everyone involved in the writing of the proposal should now review it in detail, checking it section by section for clarity, conciseness, style, and completeness.
 - Attention should be given to the format; there should be a logical flow of the text from one section to the other.
 - Check for accuracy and completeness of all charts, tables, and illustrations.
 - Review sentence structure, grammar, spelling, punctuation, etc.
- The section dealing with the budget should be reviewed with the person responsible for financial affairs at the institution that will receive the funds.

This involves:

- corrections in amounts for indirect costs;
 - methods of expressing financial agreements with contracting agencies or individuals;
 - obtaining final necessary signatures.
- Before the final draft is typed, the directions of the funding agency must be checked in regard to:
 - format required;
 - number of copies to be submitted;
 - any additional forms or statements required from administrative personnel;
 - the need for a table of contents;
 - the deadline date.
 - Put the proposal aside for a few days before taking it up again. After your long and intense immersion in the writing of the proposal, you will need to put some distance between yourself and the draft of the proposal.
 - Review the draft critically for any further corrections or alterations needed.

Submission of one's work for a critique by others allows a more objective view of the proposal for any needed alterations and clarifications.

Everyone who helped prepare the outline of the proposal and write the different sections should now revise the final draft.

Absolute attention to detail is required at this stage to avoid having invested all the time and effort in the preparation of the proposal, only to have it rejected for other reasons.

Look at the document with a "fresh eye" after shelving it for a few days.

3 Producing the Proposal : Peer Review and Revision

- Check that all pages are numbered correctly.
- Check that all tables, figures, etc. are accurate.
- The draft is now ready to be typed in final form and prepared for submission to the funding agency.
- Get all necessary signatures on the document.
- The proposal is now ready to be submitted to the funding agency.
- Depending on the practices in the country, proposals can either be submitted directly to the funding agency or to a governmental body responsible for handling the submission of such proposals. This route of submission must be followed.
- After submission of the completed proposal to the funding agency:
 - the funding agency staff will be able to keep the author informed of the progress of the proposal as it goes through the various steps for funding consideration.
 - the author must initiate contacts so as to keep informed as the proposal goes through the various steps for funding consideration.

All suggested changes and revisions should be considered by the team leader and time set aside to make these changes.

Do not miss deadlines. Funding agencies must plan time for internal processing of proposals and to have a review board meeting as soon as possible after the proposals have been received.

Summary

During the first part of the preparation, the proposal team has been intensively involved in writing and gathering background materials, together with giving careful attention to the dates and details of submission requirements, and preparing the ground-work for rapid implementation if funds are granted. However, the team leader and the entire team should rightfully take pride in having mastered a new skill when the first proposal prepared is delivered to the funding agency. The final stage in the preparation of a funding proposal includes its submission to the funding agency and awaiting the notice of funding or not. If not, then the process begins again, with modifications of the proposal to meet the goals and preferences of another agency.

Epilogue

As soon as the proposal has been received by the funding agency, their staff will be able to keep the team leader informed of the progress of the proposal as it goes through the various steps for funding consideration. The team leader will have to initiate contact with the staff to ensure receiving this information before the final decision is reached, often many months after submission of the proposal. The important thing for the team leader at this stage is to keep the team and other collaborators and potential employees interested while waiting for a decision from the funding agency, so that if the activity is funded, start-up activities can begin as soon as funds are released. Very often delays occur after funding has been approved because initial preparations have not been attended to, and the team and other collaborators have not been kept in anticipation of beginning to work on the activity.

List of Funding Agencies

Annex 1

International and Private Donor Resources

Development Cooperation Agencies

International Donor and United Nations Resources

Economic and Social Commission for Asia and the Pacific (ESCAP)

Headquarters: United Nations Buildings, Rajademnern Ave., Bangkok 12,
Thailand.

Cable: ESCAP BANGKOK

Economic Commission for Africa (ECA)

Headquarters: P.O. Box 3001, Addis Ababa, Ethiopia.

Cable: ECA ADDIS ABABA

Regional offices:

ECA Subregional Office, B.P. 316, Tangiers, Morocco.

Cable: ECA TANGIERS

ECA Subregional Office, B.P. 744, Niamey, Niger.

Cable: ECA NIAMEY

ECA Subregional Office, P.O. Box 647, Lusaka, Zambia.

Cable: ECA YAOUNDE

ECA Subregional Office, B.P. 836, Yaounde, Cameroon

ECA Subregional Office, B.P. 58, Gisenyi, Rwanda.

Economic Commission for Latin America (ECLA)

Headquarters: Casilla 179D, Santiago, Chile.

Cable: UNANATIONS SANTIAGO

Regional offices:

ECLA Mexico Office, Ap. Postal 6-718, Mexico 5, D.F., Mexico.

Cable: CEPAL MEXICO

ECLA Office for the Caribbean, Salvatori Building, Room 312, 2 Frederick Street,
Port-of-Spain, Trinidad and Tobago.

Cable: ECLA PORT-OF-SPAIN

ECLA Washington Office, 1801 K St. N.W., Suite 1261, Washington,
D.C. 20006 USA.

Cable: ECLAWASH WASHINGTON DC.

ECLA Montevideo Office, Calle Soriano 791, 5º Piso, Montevideo, Uruguay.

Cable: CEPAL MONTEVIDEO

ECLA Bogota Office, Apartado Aereo 17603, Bogota, Colombia.

Cable: CEPAL BOGOTA

ECLA Buenos Aires Office, Callao 67, 3º y 4º Piso, Buenos Aires, Argentina.

Cable: UNATIONS BAIREs

Economic Commission for Western Asia (ECWA)

Headquarters: P.O. Box 27, Baghdad, Iraq.

Cable: UNESCWIK.

Food and Agriculture Organization of the United Nations (FAO).

Headquarters: Via delle Terme de Caracalla, 00100 Rome, Italy.

Cable: FOODAGRI ROME

Regional offices:

FAO Regional Office for Africa, P.O. Box 1628, Accra, Ghana.

Cable: FOODAGRI ACCRA

FAO Regional Office for Asia and the Pacific, Maliwan Mans-on, Phra Atit Road,
Bangkok 10200, Thailand.

Cable: FOODAGRI BANGKOK.

FAO Regional Office for Near East, FAO Headquarters, Via delle Terme
di Caracalla, 00100 Rome, Italy.

Cable: FOODAGRI ROME

FAO Regional Office for Europe, Via delle Terme di Caracalla 00100 Rome, Italy.

Cable: FOODAGRI ROME

FAO Regional Office for Latin America and the Caribbean, Casilla 10095, Santiago,
Chile.

Cable: FOODAGRI SANTIAGO

United Nations Children's Fund (UNICEF)

Headquarters: United Nations, New York, New York 10017, USA

Cable: UNICEF NEW YORK

Regional offices: (National offices in many countries are not listed):

UNICEF Office for East Africa, P.O. Box 44145, Nairobi, Kenya.

Cable: CHILDFUND NAIROBI

UNICEF Office for West Africa, B.P. 4443, Abidjan Plateau, Ivory Coast.

Cable: UNICEF ABIDJAN

UNICEF Office for Nigeria and Ghana, P.O. Box 1282, Lagos, Nigeria.

Cable: UNICEF LAGOS

UNICEF Office for the Americas, Casilla 13970, Santiago, Chile.

Cable: UNICEF SANTIAGO

UNICEF Office for East Asia and Pakistan, P.O. Box 2-154, Bangkok, Thailand.

Cable: UNICEF BANGKOK

UNICEF Office for South Central Asia, UNICEF House, 11 Jor Bagh,
New Delhi, India.

Cable: UNICEF NEWDELHI

UNICEF Office for the Eastern Mediterranean, P.O. box 5902, Beirut, Lebanon.

Cable: UNICEF BEIRUT

UNICEF Office for Europe, Palais des Nations, 1211 Geneva 10, Switzerland.

Cable: UNICEF GENEVE

United Nations Development Programme (UNDP)

Headquarters: One United Nations Plaza, New York, New York 10017, USA.

Cable: UNDEVPRO NEW YORK

Regional office:

UNDP European Office, 16, Avenue Jean Trembley, 1209 Geneva 10, Switzerland.

Cable: UNDEVPRO GENEVA (Offices in most countries in the developing world.)

United Nations Disaster Relief Coordinator (UNDRO)

Headquarters: Palais des Nations, 1211 Geneva 10, Switzerland.

Cable: UNDRO GENEVA

Regional office:

UNDRO Liaison Office with the United Nations, New York 10017, USA.

Cable: UNATIONS NEW YORK

United Nations Educational, Scientific and Cultural Organization (UNESCO)

Headquarters: 7, Place de Fontenoy, 75700 Paris, France.

Cable: UNESCO PARIS

United Nations Environment Programme (UNEP)
Headquarters: P.O. Box 30522, Gigiri, Nairobi, Kenya.
Cable: UNITERRA NAIROBI

United Nations High Commissioner for Refugees (UNHCR)
Headquarters: Centre William Rappard, 154 rue de Lausanne, 1202 Geneva,
Switzerland.
Cable: HICOMREF GENEVA

International Bank for Reconstruction and Development (World Bank)
Headquarters: The World Bank, 1818 H Street N.W., Washington, D.C. 20433,
USA.
Cable: INTEBAFRAD WASHINGTON

The World Bank has an Office of Population, Health, and Nutrition.

Regional offices:

World Bank European Office, 66 Avenue d'Iena, 75116 Paris, France.
Cable: INTBAFRAD PARIS

World Bank Regional Mission in Eastern Africa, P.O. Box 30577, Nairobi, Kenya.
Cable: INTBAFRAD NAIROBI

World Bank Regional Mission in Western Africa, 64 Avenue Lamblin, B.P. 1850,
Abidjan, Ivory Coast.
Cable: INTBAFRAD ABIDJAN

World Bank Regional Mission in Thailand, Udom Vidhya Building, Sala Daeng,
956 Rama IV Road, Bangkok 5, Thailand.
Cable: INTBAFRAD BANGKOK

World Bank New York Office, United Nations, Room 2435, New York, New York
10017, USA.
Cable: INTBAFRAD NEWYORK

*World Food Programme (Food and Agricultural Organization of the United
Nations)*.
Headquarters: WFP, Via delle Terme di Caracalla, 00100 Rome, Italy.
Cable: WORLDFOOD ROME

World Health Organization (WHO)
Headquarters: Avenue Appia, 1211 Geneva 27, Switzerland.
Cable: UNISANTE GENEVA

Regional offices:

WHO Regional Office for Africa, P.O. Box 6, Brazzaville, Congo.
Cable: UNISANTE BRAZZAVILLE

WHO Regional Office for the Americas/Pan American Sanitary Bureau, 525,
23rd Street, N.W., Washington, D.C., 20037, USA.
Cable: OFSANPAN WASHINGTON

WHO Regional Office for the Eastern Mediterranean, P.O. Box 1517, Alexandria,
Egypt.
Cable: UNISANTE ALEXANDRIA

WHO Regional Office for Europe, Scherfigsvej, 2100 Copenhagen Ø, Denmark.
Cable: UNISANTE COPENHAGEN

WHO Regional Office for South-East Asia, World Health House, Indraprastha
Estate, Mahatma Gandhi Road, New Delhi 110002, India.
Cable: WHO NEW DELHI

WHO Regional Office for the Eastern Pacific, P.O. Box 2932, Manila 2801,
Philippines.
Cable: UNISANTE MANILA

WHO International Agency for Research on Cancer, 150 Cours Albert Thomas,
69372 Lyon Cedex 08, France.
Cable: UNICANCER LYON

**Other Major Ministries and Agencies supporting
International Health Programmes**

Canadian International Development Agency (CIDA) Place du Centre, 200
Promenade du Portage, Hull, K1A 0G4, Quebec, Canada.

Commonwealth Development Corporation (CDC) 33 Hill Street, London, W1A 3AB,
United Kingdom.

European Development Fund, Commission of the European Communities, 200,
rue de la Loi, B-1049, Brussels, Belgium.

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