

Youth Employment Summit (YES Inc.) The 3P's Strategy: Policy Partnership Program



A guide to developing poverty eradication
programs for YES Networks

2007

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Acknowledgements

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This toolkit is a compilation of best practices and experiential wisdom in policy, creating partnerships or implementing programs. It is by no means exhaustive but it does a good job of pointing you in the right direction. It goes through the work of experts in these fields. In particular, it takes into account the training modules of New Sector alliance and the works of James E. Austin in his book, *The Collaboration Challenge* and Martin Teitel, in his book, *Thank you for Submitting your Proposal: A Foundation Director Reveals What Happens Next*

It is expected to be a very practical tool to strengthen the institutional capacity of YES Networks Worldwide and contribute to the sustainability strategies among them.

Sincerely,
Nwanneka Onuekwusi

How to Use this Toolkit

The goal is to create a toolkit that is relevant and adaptable to each YES Country Network. As such, this document is designed to be user-friendly, readily accessible and easy to understand. Each section starts with three key questions. By the end of the section, you should be able to answer these questions.

There are also tips and key takeaway boxes in most sections. These are there for easy reference and they summarize the major lessons of each section.

The signs below are used throughout the toolkit to place emphasis on certain information



- This sign is used to indicate key messages. A box will appear beside this sign, summarizing the key lessons learnt.



- This sign is used to indicate that there are resources in the Appendix which may be useful for this section

The Appendix contains templates and guides for carrying out some of the actions proposed in the toolkit.

Final Word

This toolkit is intended to show the way forward and to cut down on the amount of research each YES Country Leader must do. It does not include all the information you will need to know. Instead it helps you think about each stage of the process and tells you how to find the necessary information.

The hope is that with the help of this toolkit, YES networks will launch innovative programs which link government policy with private sector and multilateral partnerships and achieve each stakeholder's specified objectives.

CHAPTER 1: *Introduction to the YES 3Ps Strategy – Policy, Partnership and Program*

Since its inception in 2002, the YES Campaign has tackled the problem of youth unemployment through its summits, forums, publications and country networks. At the core of its work is the belief in equipping and empowering youth to create employment opportunities which fulfill the development needs of their respective countries. The 3Ps strategy is a clear articulation of this belief. We believe that combining government policy with private and civil society partnerships will create programs that effectively address youth unemployment and development challenges.

1.1 The YES 3Ps Strategy

The 3Ps strategy takes a 3 step approach to tackling youth unemployment.

Step 1: *Identify the policy to effect:* This entails understanding the existing government policies for tackling development needs and their implications for youth employment. You then need to pick the right policy to focus on depending on your network's strengths.

Step 2: *Establish partnerships:* The next step is to build partnerships with relevant stakeholders such as government agencies and ministries, private sector companies, multilateral organizations, foreign development agencies, other civil society organizations (CSO), etc. These partnerships will provide you with the support and resources to succeed.

Step 3: *Develop Programs:* This step may occur concurrently or after step 2. With the help of your partners, you can develop *programs* that achieve government policies, satisfy stakeholder interests and provide employment opportunities for youth.

For example, let's say the Kenyan Government wants to improve the road network so as to reduce the cost of transportation. To do this, it may need to construct new roads and repair old ones. There are employment opportunities in every step of this process. The YES Kenya Country Network can work with the government, private sector road building companies and even community organizations to ensure that the roads are built and repaired at a reasonable price. A road-building program can be developed which teaches community members to build low-cost, labor-intensive roads. This program could charge a fraction of the cost of multinational companies and the program can be based in rural communities. As such more roads will be built and more youth employed.

This same approach can be applied to other sectors like education, health, ICT, etc. The plan is for YES networks to get the ball rolling on already agreed upon government policies. Too often, these policies remain on the drawing board and are not put into action for a myriad of reasons. Our hope is that by taking the driving seat in bringing these policies to life, YES

networks can help governments achieve them while also creating employment opportunities for youth.

1.2 Development Needs as Employment Generation Opportunities

A key feature of the success of the YES Campaign is the way it has effectively linked two pressing problems in developing countries, namely youth unemployment and immense development needs including renewable energy, safe water and sanitation, access to information and communication technology, value-added rural employment, and HIV/AIDS. Some of the ways this can be done are listed in the table below. These examples should give you an idea of what your network can do.

Table 1.2.1 Strategic Sectors of Youth Employment

Targeted Sector	Objectives	Sample Projects
Renewable Energy	Organize youth at community level to assemble, install, service, and market renewable energy systems	<ul style="list-style-type: none"> ✓ <i>Provide energy for agro-based industries for making fruit juices, pickles, and vegetables</i> ✓ <i>Manufacture small smart refrigerators for storing medicine, milk</i> ✓ <i>Manufacture and install small home systems such as solar panels and solar cookers</i> ✓ <i>Develop and sell lanterns based on bio-fuels for night-time fishing activities</i>
Water and Sanitation	Integrate youth in community processes to improve the availability and supply of clean drinking water and sanitation services	<ul style="list-style-type: none"> ✓ <i>Support income-generating programs in rain water-harvesting, storage, and supply</i> ✓ <i>Organize community level training for youth to build and maintain low cost toilets</i> ✓ <i>Train youth to build and maintain hand pumps to provide water supply to rural communities</i>
Rural Development	Mobilize youth to develop agricultural extension programs	<ul style="list-style-type: none"> ✓ <i>Plant leguminous trees for dry season feeding</i> ✓ <i>Build agro-business value chains to produce new farm products</i> ✓ <i>Develop businesses aimed at efficient resource management</i>
Information Communication Technology (ICT)	Develop programs to support ICT-based entrepreneurship	<ul style="list-style-type: none"> ✓ <i>Develop businesses that offer web-based services (i.e. website design, e-marketing)</i> ✓ <i>Use technology to monitor agricultural crops and planting cycles</i> ✓ <i>Develop ways to incorporate ICT into educational programs for students</i>

Health Care	Improve reproductive health and family planning choices	<ul style="list-style-type: none"> ✓ <i>Conduct pilot programs to evaluate the correlation between economic empowerment and improved reproductive health</i> ✓ <i>Run support and mentorship networks for orphans living with HIV/AIDS</i>
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Source: The YES Fund Global Program For Youth Entrepreneurship, April 2007

CHAPTER 2: *Policy*

How are government policies affecting youth employment in your country?

How do you identify these policies?

How can you use the knowledge of these policies to further your goal?

The first stage of the 3Ps strategy is to identify a government *policy* to focus on. Policy is defined as a course of action adopted and pursued by a government.¹ As no government has the time and resources it needs to address all public needs comprehensively, there is a role for YES Country Networks to play. It is a win-win situation for both sides. YES Networks can help governments achieve their set out policies and strategies while governments can provide the public resources for the networks to do this. The key to maximizing this beneficial relationship is to decide on the government policy that each network can reasonably put into action. With the right information, this policy can be found. This chapter identifies some of the most relevant policy documents and how to get the most out of them.

2.1 Resources for Identifying Relevant Policies

Policies vary from country to country. The resources listed below should serve as reference points for identifying policies. These documents are often available online or at the relevant government office. Generally you should look through the table of contents of policy documents to identify which chapters to focus on. Pay attention to key words depending on your subject area. Read the executive summary from beginning to end. Then go to the chapters you had previously identified. Skim through them, reading relevant sections thoroughly. Take notes or highlight key sections as you read.

2.1.1 Poverty Reduction Strategy Papers

The key resource for identifying relevant policies is each country's Poverty Reduction Strategy Paper (PRSP). PRSPs are prepared by each country through a participatory process involving domestic stakeholders and external development partners, including the IMF and the World Bank. A PRSP describes the macroeconomic, structural and social policies that a country will pursue over several years to promote broad-based growth and reduce poverty. It also details the external financing needs and the associated sources of financing to achieve these policies.

¹ Policy definition retrieved August 11, 2007, from Dictionary.com website: <http://dictionary.reference.com/browse/policy>

PRSPs² are useful as they clearly articulate how the government is tackling development needs, what particular ministries, multilateral organizations and even private sector firms are involved in the process and what resources are available.

The format for PRSPs varies from country to country. In general, there is an executive summary, an explanation of the consultation process for arriving at the policies, a detailed examination of each sector and the policies agreed upon and finally a financial accounting of the resources available and the funds needed. For your purposes, you should pay attention to what policies the government has already got financial support for. It will be easier to develop programs for these policies.

For example, in the Kenyan PRSP, the government identified expanding the road network as a policy. It plans to use local communities and labor intensive local contractors to rehabilitate 2 815km of roads and create 18 800 jobs. As of 2003, it had got \$309.4 million from donors such as European Union, Swedish International Development Cooperation Agency (SIDA), Danish International Development Agency (DANIDA), African Development Bank (ADB), French Development Agency (AFD) and the German government-owned development bank, KfW. It still needed \$326.7 million. The Kenyan network can take advantage of this policy and focus its efforts on achieving it through some program or initiative.



Key Takeaway: Poverty Reduction Strategy Papers are the key resource in identifying government policies. They

- Are available on the IMF website
<http://www.imf.org/external/np/prsp/prsp.asp>
- Provide information on government and donor agreed upon poverty reduction strategies, funding needs and funding sources.
- List the involved government ministries and agencies, UN agencies and international development agencies for each policy.

Remember to take note of which policies the government has already got financial support for.

2.1.2 United Nations Development Programme (UNDP) Human Development Reports

The UNDP publishes three types of Human Development reports³ – Global, Regional and National. These reports pick a global, regional or national development issue, analyze it and give policy recommendations. For instance, the 2006 Global report was on water and

² Country PRSPs and interim reports are available on the IMF website <http://www.imf.org/external/np/prsp/prsp.asp>

³ These reports can be accessed online at <http://hdr.undp.org/reports/>.

sanitation. It contains useful background information and key analysis that will help you conceptualize the problem of water and sanitation. It also gives policy recommendations and practical steps to take to solve the water and sanitation problem. The global reports are published annual while the regional and national reports are published less frequently

2.1.3 Other Resources

In general, multilateral organizations such as the United Nations, the World Bank, the IMF, and the World Economic Forum will have online resources that can inform your policy approach. For example, the World Bank publishes an annual World Development Report (WDR). Each year the WDR provides in depth analysis of a specific aspect of development. Past reports have considered such topics as the role of the state, transition economies, labor, infrastructure, health, the environment, and poverty. The reports are available online.

You can also refer to national publications in your country. These will be available at the library or the relevant ministry or government agency.

2.2 Deciding on which Policy to work on

To maximize impact, it is advisable to focus efforts on one poverty reduction strategy at a time. Each network should evaluate its strengths and weaknesses to determine what it can feasible do. Let this inform your decision. You want to set realistic and reasonable goals. Do not decide to tackle an ICT poverty reduction policy if no one in your network is knowledgeable in this area or if there is no evidence of government support for ICT. You want to leverage your existing strengths and the strengths of your country.

For each policy option, determine the best fit for your YES network by considering the following:

- + Mission/Focus Area
- + Long-term vision
- + Network capacity
- + Financial feasibility
- + Time needed to implement

Ask yourself the following questions:

What is financially feasible/reasonable/realistic?

What actions/steps can be combined to streamline strategic initiatives?

Do any actions contradict each other?

What would we be willing to/need to commit to in order to achieve our goals?

What specific actions have to occur over the next 6 months?

When you have decided on the policy to work on, you can now think of establishing partnerships with relevant stakeholders (both public and private).

CHAPTER 3: *Partnership*

*How do I identify potential partners?
What do I need to know about my partners and where do I find the information?
How should I connect with these potential partners?*

A partnership is a cooperative relationship between people or groups who agree to share responsibility for achieving some specific goal⁴. Intersectoral partnering (ISP)⁵ is the process of creating joint inter-organizational initiatives across two or three sectors. This strategy generates sustainable solutions to development challenges by combining the distinct interests and resources of different actors. The three sectors of society are:

Business: private, for-profit entities that produce private goods and services.

Civil Society: private, nonprofit organizations that express community beliefs and values by providing relevant services or through advocacy. They contribute to the general public good. In this publication, the word non-profit is often used to refer to civil society organizations.

Government: general and specialized governance institutions at the local, national, and international levels.

ISP is particularly suited to youth employment. It combines the interest of the government in promoting the public good with the private sector's need for a qualified workforce and the goals of youth-serving organizations such as YES country networks to create value. This matrix of private, public and civil society partnership works because the program enables the government to achieve its policies, provides the private sector will opportunities to enhance its marketing strategy and allows the civil society achieve its cause.

3.1 Types of Partnership?

In his book, *The Collaboration Challenge*, Harvard Business School Professor, James E. Austin, outlines three types of partnerships for nonprofits—philanthropic, transactional, and integrative.

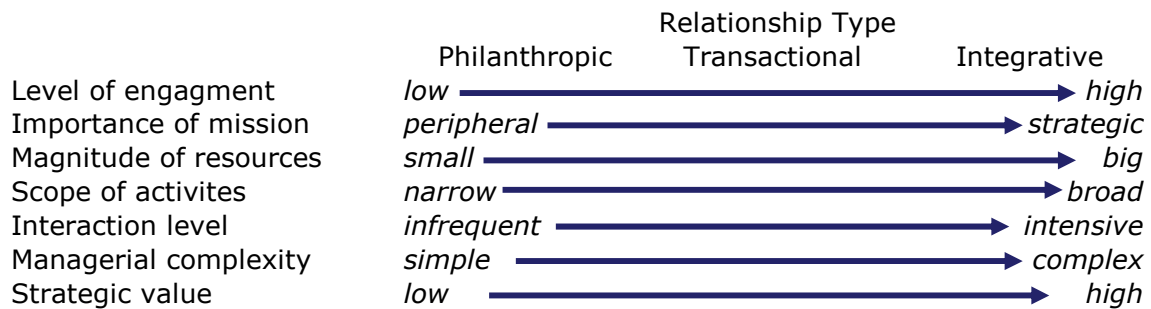
- **Philanthropic Partnership:** This is basically a check-writing relationship. The partnering business or government agency gives money or in-kind contribution at the request of the non-profit. The giver has a charity mindset and the recipient a grateful attitude.

⁴ Definition of partnership is from Dictionary.com. *WordNet* 3.0. Princeton University. <http://dictionary.reference.com/browse/partnership> (accessed: August 11, 2007).

⁵ Information on inter-sectoral partnerships is from the USAID's publication, *A User Guide to Intersectoral Partnering* (November 1998), available at <http://www.usaid.gov/pubs/isp/handbook/guide.html>

- **Transactional Partnership:** This type of partnership involves more of a two-way value exchange process. The partnership is more important to each organization's missions and strategies. It is no longer simply a transfer of funds. Partners may engage in activities such as cause-related marketing programs, event sponsorships, special projects, and employee volunteer services.
- **Integrative Partnership:** These are strategic alliances that require the partners to mesh their missions and synchronize their strategy. The relationship is deeper – people in the partner organizations interact more frequently and more joint activities are undertaken. Often times, partners create new organizations or entities to govern their collaboration.

Figure 3.1.1: The Collaboration Continuum



Source: Austin, James. "The Collaboration Challenge." Jossey-Bass, April 2000.

The type of partnership you establish depends on the policy you want to effect and the stakeholders involved in the process.

3.2 Preparing for Partnership

Before approaching potential partners, you must first understand what your YES network has to give and what you want from a partnership.

To determine what you have to give, ask the following questions:

- What advantages does your network have?*
- What does it do better than anyone else?*
- What unique or low-cost resources do you have access to?*
- What are your capabilities?*
- What assets do you have?*

Perhaps you can provide your potential partners with:

- Better knowledge of those affected by the policy

- Promotion of their public image
- Access to networks such as community members and youth
- Experience in management
- Technical expertise in specific issue areas
- Fresh ideas

To determine what you want from a partnership, ask the following questions:

What resources do I need to implement the chosen policy?

What new resources, capabilities, and benefits can be created by the collaboration?

Perhaps you need:

- Financial resources
- Technical expertise
- Fresh ideas
- Management skills
- Credibility in the eyes of investors and potential donors
- Visibility
- Access to networks
- Physical infrastructure and goods

When you have decided what you need from a partnership, you can then try to find people or organizations who meet that need.

3.3 Identifying Potential Partners and their Interests

We call potential partners “stakeholders”. A stakeholder is anyone who has an interest in your YES network’s success in achieving its mission or who has the power to either positively or negatively influence your success. For each group of stakeholders, you must determine what issues matter to them and why

Identifying Stakeholders

Ask yourself the following questions:

Who is affected by this policy?

Who will benefit from the success of the potential program?

Who has the power to influence this policy or your eventual program either negatively or positively?

In general, there are 7 types of stakeholders for each country network

- **Government** – the relevant ministries, agencies, and departments. The specific government body will depend on the policy you wish to address
- **UN Agencies** – these include the United Nations Development Programme (UNDP), United Nations Industrial Development Organization (UNIDO), United

Nations Educational Scientific and Cultural Organization (UNESCO), United Nations Human Settlements Programme (UN HABITAT) and other specialized agencies.

- **Foreign Government Development Agencies** – Examples include the United States Agency for International Development (USAID), the UK Department for International Development (DFID), the Swiss Agency for Development and Cooperation (SDC), the Swedish International Development Cooperation Agency (SIDA), Danish International Development Agency (DANIDA), the French Development Agency (AFD), the Australian Agency for International Development (AusAID) and the Canadian International Development Agency (CIDA).
- **Multilateral Institutions** – These include both financial and development bodies. Examples are the African Development Bank (ADB), Asian Development Bank (ADB), Caribbean Development Bank (CDB), Central American Bank for Economic Integration (CABEI), European Bank for Reconstruction and Development (EBRD), European Investment Bank (EIB), Inter-American Development Bank Group (IADB), Islamic Development Bank (IDB) and the Islamic Development Agency (IDA)
- **Foundations** – These could be private, public or family owned. They could have a national, regional or global focus. Examples are the Skoll Foundation, AVINA Foundation, the Ford Foundation, the Rockefeller Foundation and the Gates Foundation
- **Private Sector Companies** – These could be multinational corporations or local firms that have an interest in your chosen policy or program. Examples include Microsoft, Nokia, Coca-Cola, MTN and Shell International.
- **Other Civil Society Organizations:** These include other non-profit organizations. Examples are Ashoka, International Youth Foundation and BidNetwork.

The specific examples vary from country to country. Think of the specific organizations that exist in your own country.

Identifying Stakeholder Interest

After you have made a list of stakeholder (do not worry if it is not a comprehensive list - you can add to it as you go forward), you will need to collect information on each individual stakeholder. This will help you understand how best to engage them in your project and what to expect from them. Be aware that not all the identified stakeholders will be interested in your policy choice or your proposed program. The key is to pick the particular stakeholders whose primary interests align with yours. To do this, you will have to research each stakeholder's interests.

Key questions to ask about your identified stakeholders are:

Which issue(s) do they care about most?

Why do they care?

What can they do?

What financial or emotional interest do they have in the outcome of your work?

A very good way of answering these questions is to go to each stakeholder's website or visit their local office to request information.

Resources for Identifying partners and their interests

Poverty Reduction Strategy Papers: They list which government body is responsible for each policy. They also indicate which multilateral organizations and foreign government development agencies support the given policy.

Donors and partners of similar organizations: Think of other non-profits who work in the same sector. For instance, if you want to address an IT policy, think of a non-profit that does IT training or provides IT support. When you have identified such non-profits, go to their website and see who funds them or who they partner with. If they do not have a website, go to their office and ask them. The International Youth Foundation, for example, has an online database of the countries it works in, the programs it sponsors and the partners it works with.

Online databases of multilateral organizations and foreign government development agencies: These are available online and they provide information on the regional or national projects, funds and programs that the organization is involved in and the other partners involved. For instance, on its website, the United Nations Human Settlements Programme (UN-HABITAT) provides information on its interests in each country, the projects it is involved in and the partners it works with.

Online searches: You can also try searching online. Type in key words that describe your project and see what comes up. For instance, you can type "IT training Kenya" into a search engine such as Google and see what comes up. You will have to be creative in terms of the key words you use to get good search results.

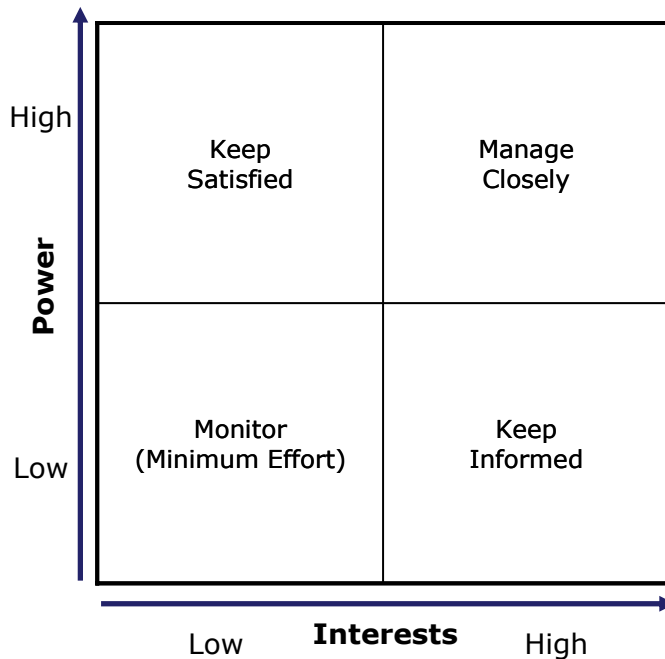
3.4 Prioritizing Partners⁶

You have limited resources and you want to focus your efforts on stakeholders that will become good partners. Therefore you need to prioritize your stakeholders to determine which ones are most strategic.

⁶ The information on prioritizing stakeholders is gotten from Mindtools, "Stakeholder Analysis." Available at http://www.mindtools.com/pages/article/newPPM_07.htm

Map out the stakeholders on a Power/Interest Grid in order to classify them by their power over and their interest in the project. Some of your stakeholders may have the power either to block or advance the goals of the project. Some may be interested in the mission while others may not care.

Figure 3.4.1 Power/Interest Matrix for Stakeholder Prioritization



Source: Mindtools, “Stakeholder Analysis.”

Someone's position on the grid conveys what kinds of actions to take with them

- *High power, interested people:* these are the people who must be fully engaged and satisfied.
- *High power, less interested people:* put enough work into interactions with these people to keep them satisfied, but not so much that they become bored with the message.
- *Low power, interested people:* keep these people adequately informed, and talk to them to ensure that no major issues are arising; these people can often be very helpful with the details of your project.
- *Low power, less interested people:* again, monitor these people, but do not bore them with excessive communication.

Focus your time energy and resources on the stakeholders who have the most power and who are most interested in your project. In most cases, government bodies, private sector firms and civil society organizations will be your high priority stakeholders. Foreign development agencies and other multilateral organizations could provide technical expertise

and in some cases financial resources. These stakeholders are particularly important if your YES network is in a country that is a high priority. This is why identifying stakeholder interest is very important.



The **key** to successful partnerships is aligning interests. You should create partnerships with organizations whose primary interests match your own. Potential partners are more likely to buy in if they are convinced that your project will help them achieve their goals as well as your goals

3.5 Interacting Strategically with High Priority Stakeholders

After you have identified your high priority stakeholders, you need to approach them and collectively define the parameters of the partnership. This can be done in a variety of ways depending on who your stakeholder is and what you want from the partnership.

Below are some questions to guide you in this process:

To determine how to approach stakeholders, ask:

What information do they want from you?

How do they want to receive information from you? What is the best way of communicating your message to them?

To answer these questions, you can check the stakeholder's website or you can inquire at their local office about their requirements and procedure for partnership or sponsorship.

Although most of your stakeholders will be organizations, you will have to deal with specific *people* in those organizations. Make sure you identify who exactly you need to contact and that you build a good relationship with that person. Be professional and show the person how working with your network will help him achieve the goals of *his* organization.

Planning your approach⁷

Focusing on the high-power/high-interest stakeholders first and the low-interest/low-power stakeholders last, devise a practical plan that communicates with people as effectively as

⁷ The information in this section is gotten from Mindtools, "Stakeholder Planning and Management", available at http://www.mindtools.com/pages/article/newPPM_08.htm

possible and that communicates the right amount of information in a way that neither under nor over-communicates.

Create targeted plans based on each stakeholder's interests and what you hope to get from the partnership. You can organize this information into a table with the following column headings:

Stakeholder Name
Communications Approach
Key Interests and Issues
Current Status - Advocate, supporter, neutral, critic, blocker
Desired Support - High, medium or low
Desired Project Role (if any)
Actions Desired (if any)
Messages Needed
Actions and Communications

Once you have prepared your stakeholder plan, all you need to do is to implement it. As with all plans, it will be easier to implement if you break it down into a series of small, achievable steps and tackle these steps one-by-one.

Tips on approaching stakeholders

1. The amount of time you should allocate to dealing with stakeholders depends on the size and difficulty of your projects and goals, the time you have available for communication, and the amount of help you need to achieve the results you want.
2. Think through what you want from each stakeholder: Consider the help you need, the amount of time that will be taken to manage the relationship and the time you will need to prepare communications. Help with your project could include sponsorship of the project, advice and expert input, reviews of material to increase quality, etc.
3. Identify the messages you need to convey to persuade each stakeholder to support you and engage with your projects or goals: typical messages will show the benefits to the person or organization of what you are doing, and will focus on key performance measures like increasing profitability or delivering real improvements.
4. Identify actions and communications: Work out what you need to do to win and manage the support of these stakeholders. With the time and resource you have available, identify how you will manage the communication to and the input from your stakeholders.
5. Think through what you need to do to keep your best supporters engaged and on-board. Where you need the active support of people who are not currently interested in what you are doing, think about how you can engage them and raise their level of interest.

6. Where appropriate, let people know as early as possible of any difficult issues that may arise, and discuss with them how you can minimize or manage any impact.

After the stakeholder has agreed to become a partner, you need to collectively define the partnership. Ask the following questions:

Who is expected to carry out which actions for whom?

Who is expected or has the authority to invoke or alter mutual expectations, especially if circumstances do not work out as planned?

Who should provide what information to whom about how responsibilities are carried out?

Who is expected to use what information to make decisions about the future of the relationship?



Refer to Appendix B for a detailed guide to assessing partnerships.

3.6 Strategic Fundraising

While your partnerships can benefit your network in many ways, one of the keys ways is by providing financial resources. The partners who provide financial resources are donors and communicating with them entails fundraising. As such, you will need a more specialized approach to deal with this type of partners.

You will need to collect more specific information on donors. This includes

- Funding goals and targets
- Funding strategy
- Organizations they have funded in the past
- Endowment or total amount of funds available
- Contact information
- Funding criteria
- Funding guidelines
- Deadlines

This information is usually available on their website or it can be requested from their local office. Organize this information into a database or a table for easy access.

Next create a fundraising plan that maps out the communications approach for each stakeholder. This plan will serve as a quick reference on how to communicate with each potential donor and what to include in communications. It will help you create fundraising material that are tailored to each donors requirements



Refer to Appendix B for a sample fundraising plan

3.7 Fundraising Tools⁸

In most cases, communications with donors occur through letters of inquiry, proposals and meetings. These fundraising tools can be used to communicate with other types of partners other than donors. However, you will need to adapt them accordingly.

3.7.1 Letter of Inquiry (LOI)

A letter of inquiry is a win-win situation for both you and the donor. It cuts down on the amount of paperwork donors have to go through and it gives you the opportunity to present your request in a concise way. Foundations, corporate sponsors and other donors give detailed and specific guidelines on how to write letters of inquiry. These guidelines change from donor to donor but all **guidelines should be followed as closely as possible**. This can not be stressed enough. You not following the donor's guidelines is the fastest way to get your request rejected! The letter of inquiry will usually be about three pages long. Do not try to cram in everything about your YES network. Stick to the guidelines and only write as much as is permitted.



Key message: The letter of inquiry is not a shorter version of a funding proposal. It is a *separate and different* piece of writing with its own purpose and rules.

Elements of the Letter of Inquiry

A typical LOI will have a title, a one to two sentence summary of the entire project and a body. For most foundations, you will also need to include a detailed and accurate budget.

Title

In addition to writing “Letter of Inquiry” at the top of the page, you should also give your document a title. The title should make the reader want to hear more about the project you are undertaking. It should be short and memorable. For example: “The 3Ps Strategy to Poverty Reduction: Policy, Partnership and Program” or “The YES Kenya Road Building Program”

Summary

The summary is the most important part of the letter of inquiry. Most donors get a lot of funding requests and will only read the summary of letters of inquiry for the first round of screening. As such, you must impress the donor from the start.

⁸ All the information in this section is gotten from Martin Teitel's book, “*Thank you for submitting your proposal*”: A Foundation Director Reveals What Happens Next, Emerson & Church, May 30, 2006

The summary should be **concise, compelling** and **clear**. By concise, we mean that every word should count. If you can say it in a word, do so instead of saying it in three words or two sentences. For example, do not say “*my YES network works to make it possible for each government to bring to fruition each poverty reduction strategy that it has outlined*”. Instead, say “*My YES network facilitates the achievement of government outlined poverty reduction strategies*”.

By compelling, we mean that your writing should persuade the reader. Use powerful, active and specific words to convey your message. Avoid vague phrasings that are unsupported by facts or impossible to verify. Do not bog down your message with ambiguity. Be clear. State your case in easy to understand language.

Tips for writing good summaries

- The first step is to answer the question “*What, in one brief sentence, are we doing?*” You can get other members of your YES network to work with you to find the right words.
- Be sure to come up with a brilliant opening sentence. If you have 4 hours to write your letter of inquiry, 2 hrs should go to the summary and one of those hours should be spent on the opening sentence. It is very important to state your purpose and grab the donor’s attention from the start of your letter of inquiry.
- Learn from but do not emulate professional marketers. You want your writing to be riveting but you do not want it to sound like a commercial. Know your audience and set the right tone.
- **AVOID BUZZWORDS, FLOWERY ADJECTIVES AND VAGUE GENERALITIES.** Do not claim your work is “unique”, “cutting edge”, “revolutionary” or “raises awareness”. These type of vague and clichéd phrasings will not help you stand out as they do not give any useful information.
- Instead, let your summary be filled with facts. Use action verbs, such as “created” and “administered”, to convey your message. Let your words create a response rather than manipulate or lecture the reader.
- You can use facts, statistics or relevant quotations as grabbers.
- Be sure to use positive language. There is no need for blame or finger-pointing. Focus more on what you will do to solve the problem rather than on who is to blame for causing the problem.

Look at the two summaries below and see if you can identify the good one and the bad one.

Summary A

This innovative program seeks to make a unique contribution to promoting youth employment by revolutionizing the way the issue is

addressed. We will achieve our goals and objectives by working hand in hand with relevant stakeholders to change the face of employment in this country and fulfill development needs.

Summary B

The Kenyan government identifies road building and maintenance as a key policy to cut transportation costs and reduce poverty. Our YES Country Network's Road Program teaches community members to build roads through a low cost and labor intensive construction process. We hope to build 200km of road and employ 2000 youth through our program.

Summary A is vague, wordy and grandstanding. It makes claims that are unclear and unsupported. After reading it, the donor is still unsure what exactly your YES network will do. In contrast, summary B starts off with a grabber – a concrete and provable fact. It also states what exactly your YES network will do and what you hope to achieve. It uses clear, concise and compelling language. Summary B is the clear winner here.

Body

Unlike the summary which has its own distinct style and needs special attention, the body of your letter of inquiry can be adapted from an existing proposal. The body usually contains an a description of your network and an explanation of the issue being addressed and how you will address it. Again, you should follow each donor's guideline precisely. Include only the information requested in the space allowed.



Key Takeaway

Remember the goal of the letter of inquiry is to get your foot in the door. Every word should strive to achieve this goal. The key is to show each donor how your project achieves both your goals and their goals.



Refer to **Appendix B** for a template for writing a Letter of Inquiry

3.7.2 Proposal

The goal of a proposal is to get a commitment of support from the donor or potential partner. This support could be in the form of a grant, cash donation, in-kind contribution, provision of a service or more. As a proposal writer, your goal is to stand out from the pack and get your proposal safely through the donor's weeding out process. This section will teach you to write a good proposal.

Elements of the Proposal

Proposals vary from donor to donor. In general, there are 5 parts to every proposal

- I. Summary
- II. Vision
- III. Strategies and Tactics
- IV. Resources
- V. Fundamentals

I. Summary

This could be anywhere from a paragraph to a page depending on the specific requirements of the donor. All the tips that apply to the LOI summary also apply to the proposal summary. Your writing should be clear, concise and compelling. Do not think of your summary as simply restating what your YES network is doing in fewer words. Rather, your summary needs to be *persuasive* and *complete*.

6 Things to keep in mind when writing a proposal summary

1. You must show how what your YES network is doing ties in to what the potential partner supports or is interested in.
2. Your summary should have a logical and structured flow. There should be a beginning, middle and an end. After reading your summary, the donor should understand what you started off with, what you have done, how you did it, what you hope to do and how you will do it.
3. Show competence. You want the donor to get the impression that your country network knows what it is doing and is capable of success. The best way to show competence is to stick to facts and show strategy and measurable results.
4. Make sure your proposal follows the donor's guidelines and meets the eligibility criteria. Do not approach a potential partner who only supports programs in South America if your program is based in Africa. This is where the lessons learned from identifying and prioritizing stakeholders will come in useful.
5. Make your project's impact clear, i.e., explain what will have changed after the work is done. Have measurable and appropriate targets that will be met if your project is successful.
6. Lastly, keep your language professional and simple. Avoid cute fonts, tiny margins, colorful papers and oddball formatting.

II. Vision

This is where you describe the problem you are addressing and why it is important to you. In this section, you may finally give some background on the problem you are addressing.

Common mistakes you must avoid

- Talk too long about the problem. Irrespectively of how much you know about this issue, you must resist the urge to go on and on about it. Go for quality instead of

- quantity. Avoid redundancy, repetition and flowery or overly dramatic prose. Tell your story in a vivid, clear and persuasive way.
- Leave out why the issue is important to them. This is an important selling point so you should tell the donor why your network is involved in this work and what motivates your members to tackle this issue. You do not need to delve into each member's personal story. Instead, tell the donor who makes up your network and from what perspective you are tackling the problem. For instance, your country network is made up of youth who are appalled by the lack of employment opportunities and are working to equip youth to reverse this trend. Your perspective is different from an organization of mothers or politicians or economists who perhaps would tackle the problem of youth unemployment in a different way.
 - Avoid wallowing in the problem. Your message should not be wholly negative. Give the reader some hope for the future. Show that you are a problem solver and not a problem describer.

III. Strategies and Tactics

It is in this section that you let the donor know exactly what you will do to effect change. Your network must have a strategy to bring about change and you must also have tactics to make your strategy work. Your strategy is the approach you take to solve the problem and tactics are the specific things you do to achieve your strategy. For example, your network's goal is to create employment opportunities in ICT. Your strategy may be to do this by turning government ICT poverty reduction strategies into employment opportunities. Your tactics may be to hire youth to build ICT centers. You must make your strategy and your tactics clear. They distinguish your network and show that you are capable and competent.

Connect your strategy to your vision. A good strategy is grown from a vision, i.e., from a statement of the problem and the importance of solving it. Since your strategy details how you will solve the problem, you should show this link. However be careful to present your strategy without putting down other strategies. Do not say that this is the best and only way to tackle the problem. Be modest and realize that yours is only one way. Keep your strategy logical and your tactics doable.

IV. Resources

In this section, you will detail *all* the resources that will support your strategies and tactics. These will include people, money, time and physical materials. Be sure to detail all your resources and not just the finances. Talk about the relevant professional experiences of your members which will benefit the project. Show how each resource will be efficiently and reasonably used to produce results – efficient in that you make good use of each resource and reasonable in that you are not overburdening any one resource.

For the money side of the proposal, there are three things to remember.

First: You should explain how you are going to get the money you need. List all your funding sources and show the donor that you have a solid fundraising plan. The more you can show your ability to mobilize other funding sources, the better chance you will have to

get the support of other donors. No donor wants you to be solely dependent on him. According to the donor you can include as local counterpart the cost of office, secretary, communication expenses, etc. that would have been in your normal operational expenses if you had not got them for free.

Second: You should give a detailed and accurate budget according to the donor's budget format. Include every expense (in kind donations are also expenses as you would have had to pay for them if they were not donated for free to your network). Make sure your numbers add up!

Third: Explain your contingency plan. Answer the question "*What will you do if you fail to raise all the money?*"

V. Fundamentals

This final part includes all the supplementary but important information, such as a list of your board members (if any), letters of recommendation, news articles, etc. This type of information is often put in the appendices or at the end of the proposal. Be careful not to include unnecessary information. Only include things that will improve your chances of acceptance. If you are not sure whether to include something, don't include it.



Key Message: Your proposal is one big story. Make sure all the parts connect. Follow the donor's guidelines and do not include unnecessary information.



Refer to **Appendix B** for a template for writing a proposal

3.8.3 Meeting

Some donors require you to meet with them after submitting your proposal. A meeting is a good way to bring your proposal to life. Therefore even if it is not required, do not be shy about inviting the potential donor to meet with you. Invite the donor after you have received an invitation to submit a proposal. Ask only once and do not be disappointed if your invitation is not accepted.

The meeting could take place at the donor's office or it could be a site visit to your YES network office. Sometimes donors visit your organization's office in order to assess the basic operational institutional capacity. In either form, the meeting is an opportunity for you to

explain yourself, clarify any misconceptions and convince the donor. There are a few basic protocols to follow:

1. Do not call the donor at home unless you have been asked to do so.
2. Schedule the meeting in at least two weeks in advance. Do not simply drop in on the donor and expect him to make time for you.
3. Do not arrive late.
4. Dress professionally.
5. Find out the purpose of the meeting and prepare for it in advance
6. When invited to attend a meeting, ask “*Who else should attend the meeting?*” It may strengthen your case to bring along a volunteer or a community member, depending on what will be discussed.
7. Reconfirm the meeting a week in advance. You may send an email confirming the date and time, mentioning who is coming, listing the items you hope to discuss and inviting the donor to add to the list.
8. Do not show up empty-handed. Bring along something the donor has not seen before such as a current newsletter, an annual report, a brochure or some other relevant publication.
9. You can take the initiative to set the tone of the meeting after pleasantries are exchanged. Ask “*Do you have some things you would like to discuss about our proposal or would you like me to start with a few brief remarks about our work?*” This question frames the meeting as an opportunity to address the donor’s needs and not your needs. That is what counts for this meeting.
10. If the donor does not start off with questions, give a short presentation. Your presentation should include:
 - a. A brief summary of your proposal. Cover the main highlights to refresh the donor’s memory. Think of it as a verbal LOI.
 - b. Update the donor by describing any new information. Also offer to send this information to him in writing.
 - c. Offer to clarify any parts of your proposal.
11. Do not ask the donor if he favors your proposal or if he will recommend it. No one likes to be pressured or put on the spot.
12. If your meeting is in the form of a site visit, let the donor see your network in action. If time allows, introduce some of your volunteers.
13. After the meeting, send a thank you note to the donor. You may send it by email or by regular mail.

Five questions you can expect to be asked about your proposal

1. What will you do if we only support part of your request?
2. What will you do if your do not reach your funding goal?
3. Why did you choose these strategies?
4. What will the situation you are addressing look like in 5 or 10 years?
5. Tell me about this project.

You should prepare answers to these questions in advance. Show your competence, good planning and knowledge about your project and the problem you are addressing.

Five questions to ask the donor in a meeting

1. Are there things I can add that will strengthen my proposal?
2. Do you see things in my proposal that should be left out in a revised version?
3. Do you think I am asking for the right amount of money?
4. Is there anything else I can do that will help you in your deliberations?
5. Can you give me an estimate of the timeframe of this proposal?



Key Takeaway: Know what will be discussed in the meeting and prepare in advance. In particular, be ready to answer any questions on your proposal. Know it inside out.

3.8 Fundraising Dos and Don'ts

DOS in Fundraising - tips to get support

- Talk solutions and not just problems.
- Write a compelling summary.
- List concrete specific outcomes of your work.
- Connect each step of your work with your goals.
- Present a budget that is legible, easy to understand and accounts for everything in your proposal.
- Send in your proposal on time.
- Offer to meet with the donors once. Make the invitation once and once only!
- Make sure your budget adds up. Do the math several times and have someone check it.
- Use short sentences, active verbs and good grammar.
- Let your passion shine through. Write as much with your head as with your heart.
- Have someone edit your proposal to check for inconsistency, poor logic and grammatical errors.
- When in doubt about whether to include certain information, don't include it. Go for quality over quantity.
- Show results.
- If you do get support from the donor, send a thank you note and keep the donor connected to your YES network.

DON'TS in Fundraising - things that will ruin your chances (DO NOT DO THEM!)

- Ignore the donor's guidelines for submitting a letter of inquiry or proposal.

- Use the donor's words in the guidelines to describe your program (repeating back the donor's guideline without linking it to your work is unacceptable).
- Ask the donor to change their guidelines to fit what you do.
- Ask the donor to recommend other donors or to help you write your proposal.
- Process your emotions with the donor. Threaten him, let him know your disappointment in him or hold him responsible for not fixing the problem.
- Use clichés, jargon, jokes, slang, buzzwords and overly dramatic language.
- Muddle or simply omit your intentions in first paragraph of your cover letter.
- Assume that your ideas are so outstanding that they do not need to be marketed in a compelling way.
- Devote an extended portion of the proposal to an exposition on the problem and not the solution.
- Criticize the competition.
- Create confusion about the strategy you are pursuing or just hide it.
- Forget to review the foundations' published list of grants from the previous year.

CHAPTER 4: Program

How do you develop a program that fulfills your goals?

How do you budget for the program?

How do you implement the program?

The final part of the 3Ps strategy is building programs. This process happens concurrently or in some cases, before partnerships are created.

4.1 Building Programs

When building programs, you need to think in terms of the structure, content, cost and success measures of your proposed activity. Consider the following key issues:

1. The problem(s) your program is attempting to solve or the issue(s) your program will address.
2. The needs and/or assets of your community where you want to implement your program.
3. The desired results from the implementation of your program and your vision of the future, both short and long term.
4. The factors you believe will influence change in your community. Also acknowledge the factors that may influence *your ability* to create change in your community.
5. General successful strategies or “best practices” that have helped communities like yours achieve the kinds of results your program promises.
6. The assumptions behind how and why your selected strategies will work in your community in the ways you want.

4.2 Program Logic Model

When you have a rough idea of what you want to do, you can cement your ideas with the help of a program logic model.

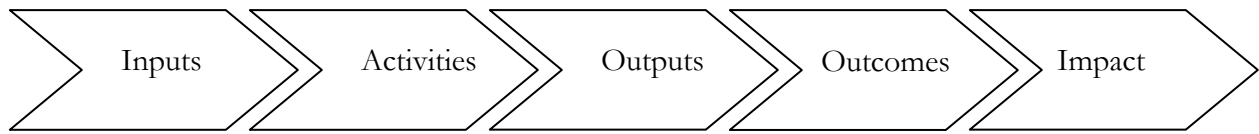
The program logic model is defined as a picture of how your organization does its work – the theory and assumptions underlying the program. Basically, it is a systematic and visual way to present and share your understanding of the relationships among the resources you have to operate your program, the activities you plan, and the changes or results you hope to achieve. The clarity of thinking that occurs from building the model is critical to the overall success of the program.

We recommend that a logic model be developed collaboratively in an inclusive, mutually respectful process that engages as many key stakeholders as possible.

A program logic model consists of five parts

1. **Inputs** include the human, financial, organizational, and community resources a program has available to do the work. It also includes the existing legal, organizational and government constraints to the work.
2. **Activities** are the specific tasks you do with your resources. These include all the processes, tools, events, technology, and actions you need to do in order to implement your program.
3. **Outputs** are the direct products of program activities. They are the immediate measurable outcomes of your program. Outputs answer the question “*What is my evidence that something has occurred?*” They usually begin with the phrase “*Number of...*”
4. **Outcomes** are the intermediate, specific changes in program participants’ behavior, knowledge, skills, status and level of functioning. They should be attainable within 5 years. Outcome indicators usually begin with “*Percent of...*” They should be SMART (Specific, Measurable, Action-Oriented, Realistic and Timed).
5. **Impacts** are longer term outcomes. They could take more than 5 years to achieve. They are the fundamental change you want you program to effect. Like Outcomes, they should be SMART.

Figure 4.2.1 A Program Logic Model



<p>Ask: What financial and non-financial resources go into the program?</p> <p>Answer: Resources dedicated to or consumed by the program such as money, staff, volunteers, facilities, equipment, & supplies</p> <p>Constraints on the program such as laws, regulations, donors' requirements</p>	<p>Ask: What does the program do with the inputs to fulfill its mission?</p> <p>Answer: Itemize the specific activities that will be done such as consult with government officials, provide job training, build ICT centers, create mentoring relationships for youth, etc.</p>	<p>Ask: What "countable things result directly from these activities?</p> <p>Answer: List the direct products of program activities such as the number of ICT classes taught, number of counseling sessions conducted, number of educational materials distributed, hours of service delivered, number of participants served</p>	<p>Ask: What short-term measurable social change occurs?</p> <p>Answer: Changes in attitudes, behaviors, knowledge, skills, status, or level of functioning expected to result from program activities and which are most often expressed at an individual level</p>	<p>Ask: What long-term measurable social change occurs?</p> <p>Answer: Organizational, community, and/or system level changes expected to result from program activities, which might include improved conditions, increased capacity, and/or changes in the policy arena</p>
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Source: W.K. Kellogg Foundation Logic Model Development Guide, January 2004

4.3 Budget Narrative

Your program budget should include all costs. Costs are broken into three categories:

- a) Direct Program Costs – These are costs that accrue from carrying out program activities. For example personnel salaries, travel and supplies.
- b) Management & General Costs – These are costs that accrue from the running of your network. You would still have to pay for these things even if your program is not operational. Examples include rent, telephone bills and utility bills
- c) Fundraising Costs – These are costs which accrue from raising money. They could include expenses from hosting fundraising events and for paying a fundraising director.

Considerations for planning for required resources

- Staffing and management structure (What experience, skills, and accomplishments are critical to the success of our program?)
- Financial requirements (How much capital do we need initially? What will be our cash flow throughout the program?)
- Revenue projections (What is our break-even point? When will we become profitable?)
- Marketing plans (How do we manage relations with customers, the media, and the community? How should we brand ourselves?)
- Analysis of risks (What are our current and potential risks and mitigation strategies?)



Refer to **Appendix B** for a budget template

4.4 Funding Plan

The Funding plan is a clear articulation of the specific steps you will take to raise the funds to carry out your program. To create this plan, answer the questions:

*What are you raising funds for?
 What resources do you have?
 What resources do you need?
 What are your fundraising goals?
 How will you raise the funds?*

From all the work you have done in the previous sections, answering these questions should be easy.

4.5 YES Inc Role in Program

You should also consider what role YES Inc could plan in implementing your program. YES Headquarters responsibilities could include:

- Program innovation
- Program evaluation
- Curriculum Development
- Creation, translation, and distribution of best practices
- Fundraising guidance
- Set standard operating policies and procedures
- Branding and Marketing

- Compliance and Reporting
- Establish key political and donor relationships

4.6 Implementation Plan

You use an implementation plan to guide you through the process of putting your program into action. The implementation plan is what makes the strategy actionable and what your network needs to know what to do, as well as how to do it. Although it is the last step, designing the implementation plan requires significant time and thought.

Implementation plans include:

- The roles and responsibilities of teams and individuals
- Specific objectives, expected results, and key milestones
- Specific action steps with relevant details
- Timeline of role-out plan
- Resource requirements and sources
- Communication process
- Review and monitor procedures
- Accountability procedures

CHAPTER 5: *Case Study - The International Youth Foundation (IYF) and Inter-Sectoral Partnering (ISP)*

The International Youth Foundation offers a prime example of how non-profits can partner with diverse stakeholder to develop programs that create value. In this chapter, you will find several examples of such programs. This should give you a practical idea of the types of programs your network can develop and the kind of partners you should look out for. All the information in this chapter was gotten from the International Youth Foundation publication, “What Works in Public/Private Partnering: Building Alliances for Youth Development” by William S. Reese, Cathryn L. Thorup, and Timothy K. Gerson.

5.1 Overview of IYF

Established in 1990, the International Youth Foundation (IYF) is one of the world’s largest public foundations supporting programs to improve the conditions and prospects for young people where they live, learn, work, and play.

IYF’s founder and former president, Rick Little, identified building both global and local partnerships as critical to IYF’s efforts to improve the lives and prospects of young people. According to him, IYF has progressed through the joint efforts of global corporations, international institutions, government entities, and civil society organizations.

IYF partners with global companies such as Cisco Systems, Gap Inc., Kellogg Company, Microsoft, Nike, Nokia, and Shell International. In each case, they worked closely with company executives to tailor a giving program that met specified corporate objectives. At the heart of their efforts has been the creation of a global network of partner foundations, organizations, and initiatives spanning over 60 countries. These partners identify the most critical issues facing young people, select the most effective local programs, and make grants

For example, IYF works with Lucent Technologies to produce education and learning programs in 16 countries. This partnership takes advantage of Lucent’s products and technical expertise. Another example is IYF’s partnership with Microsoft. Together, both organizations work to prepare young people in Russia, Poland, South Africa, and the Philippines to be engaged learners about technology through programs both in and out of the classroom. And most recently, IYF and the Multilateral Investment Fund (MIF) of the Inter-American Development Bank (IDB) joined forces to prepare workers for the jobs of the new economy in Latin America and the Caribbean. Together they created *Entra 21*, a program to support youth employment projects in information technology, with a challenge grant from the IDB to be matched by other donors.

In IYF’s work with global companies, they have identified several key ingredients that contribute to effective global corporate philanthropy with a long-term, strategic impact.

These include: in-depth knowledge of local needs and on-the-ground local expertise; holistic and preventive approaches, rather than just targeting symptoms; the involvement of company employees as volunteers; monitoring the impact of grant dollars; and sharing lessons learned.

Why was IYF attractive for partnership?

IYF's emphasis on long-term youth development and its focus on the positive as opposed to the negative aspects of youth issues increases the organization's attractiveness to potential partners.

A second factor that increases IYF's attractiveness to corporate partners is the emphasis placed on local programs rather than "cookie cutter" global programs. This local emphasis significantly strengthens long-term sustainability and also reflects the idea that those closest to a problem are the best situated to find its solution.

5.2 Examples of IYF Programs Developed through Inter-Sectoral Partnerships (ISP)

Below are some examples of IYF's global and national programs developed through successful public and private partnerships. Programs range from ICT to Health to Rural Development. Partners are divided into 3 types:

- **Business (BUS):** This includes multinational corporations, international and national foundations and local private sector companies.
- **Government (GOV):** This includes national government agencies and ministries, multilateral institutions such as the World Bank, United Nations agencies, regional institutions and foreign development agencies.
- **Civil Society Organizations (CSO):** This includes other non-profits, non-governmental organizations, universities and civil societies.

5.2.1 GLOBAL PROGRAMS

A. The Global Alliance for Workers and Communities (GA)

Partners

CSO: IYF, St. Johns University, Pennsylvania State University.

BUS: Gap, Inc.; Nike, Inc.

GOV: World Bank

Program Description

The Global Alliance for Workers and Communities (GA) is a five-year, \$12 million program that seeks to improve the workplace experience and life prospects of workers in the global manufacturing industry. The program currently operates in China, India, Indonesia, Thailand, and Vietnam, where the vast majority of the workers are young women. Through a rigorous, independent participatory assessment process by a local research institution usually university affiliated), workers identify workplace issues and life aspirations. Personal development and training programs are then developed that respond directly to workers' needs. The focus of the program is on health services, personal financial services, vocational skills, educational opportunities, and life skills training. These services are delivered through local CSOs, including IYF's Partner organization in Thailand.

B. The Global Partnership for Youth Development (GPYD)

Partners

CSO: IYF, Quest International, Children and Youth Foundation of the Philippines, Business and Youth Starting Together (BYST), Lions International

BUS: Kellogg Company, Ayala Corporation, Cisco Systems, Shell International, Microsoft, Nike, Petroleos de Venezuela, Pearson Financial Times, Hill & Knowlton, Visteon

GOV: The World Bank

Program Description

The Global Partnership for Youth Development (GPYD) is part of the World Bank's Business Partners for Development (BPD) program that seeks to identify and learn from new forms of partnership that relate business interests and social and human development needs. GPYD was launched in 1999 and has a three-fold mission: to identify and disseminate what works in tri-sectoral partnering for youth development; to mobilize new resources; and to invest in scaling up and strengthening best practice. Several of the focus projects are implemented in collaboration with IYF national Partner organizations and have resulted in project case studies in Thailand, the Philippines, Poland, and Brazil.

C. Nokia: Make a Connection

Partners

CSO: IYF

BUS: Nokia

Program Description

The Nokia *Make a Connection* program is a multi-year global program to support initiatives aimed at helping youth "make a connection" with their communities, families and peers, and themselves through youth participation and life skills training. The program is currently operating in eight countries (Brazil, China, Germany, Mexico, Poland, the Philippines, South

Africa, and the United Kingdom) and is expected to expand to several more in the coming years. The global component includes YouthActionNet.org, a website providing information, inspiration, and tools for young people actively engaged in contributing to their communities and a series of What Works publications produced by the IYF Learning and Evaluation Department. Make a Connection is the signature component of Nokia's corporate social responsibility program and a key partnership for IYF in its efforts to build alliances with the corporate sector for the benefit of child and youth development.

D. Entra 21: IT for Youth in Latin America

Partners

CSO: IYF Latin American Partner Network

GOV: Multilateral Investment Fund (MIF) – Inter-American Development Bank (IDB)

Program Description

The IYF-MIF collaboration is a four year \$24 million program to improve the employability of 12,000 disadvantaged youth, ages 14 to 29 in Latin America and the Caribbean. A fundamental aspect of the program is mobilizing private sector investment in terms of funding, job training, and job placement. Approximately 35-40 grants will be given to model projects to promote private sector partnerships, gender equity, sustainability, and capacity strengthening of implementing organizations. Training for information technology (IT) in the workplace and job placement services are included, as well as a significant learning and dissemination component.

5.2.2 National Programs

A. Polish Young Minds in Motion

Partners

CSO: Polish Children and Youth Foundation (PCYF); Rural Development Foundation; IYF; Barciany and Korsze public schools.

BUS: Microsoft

GOV: World Bank; Mayor and City Councils of Barciany and Korsze

Program Description

Young Minds in Motion-Poland, started in 1999, is a two-year project with the goal to equip schools in rural northeast Poland with computer hardware and software, while providing teacher training to raise the educational standards of the region. The regions in which the program has been implemented, Barciany and Korsze, are two of the poorest in the country,

suffering from high rates of unemployment, low educational levels, rural isolation, and various social problems including alcoholism.

B. Philippines: Cisco Systems Networking Academies

Partners

CSO: Children and Youth Foundation of the Philippines (CYFP); IYF; Consuelo Zobel Alger Foundation; Laguna State Polytechnic College (then Laguna College of Arts and Trades – LaCAT); Center for Industrial Technology and Enterprise (CITE)

BUS: Cisco Systems; Ayala Corporation; Ayala Foundation, Inc

GOV: World Bank; National Youth Commission; Department of Social Welfare and Development; Technical Education and Skills Authority

Program Description

Cisco Systems created the Cisco Network Academy Program (Networking Academy) in 1998 to provide training on computer network design, construction, and maintenance. As of 2001, the program operates in 5,000 institutions in 84 countries, training over 129,000 people. As in other parts of the world, the Philippine Cisco Networking Academies are the result of a tri-sectoral partnership among several national institutions. A focus project for GPYD, the Philippine program seeks to enhance opportunities for out-of-school disadvantaged youth, who represented an estimated 16–39 percent of the youth population in 1998. Young people trained in the academies, which function usually via already established educational institutions (in this case CITE and LaCAT), are eligible for certification as Cisco Certified Networking Associates.

C. Thai Rural Youth Career Development Program

Partners

CSO: National Council for Youth Development (NCYD), IYF

BUS: Shell Thailand Co., Ltd; Shell-International; the Rural Lives' Development Foundation (Charoen Pokkabhnan Co., Ltd.); the Thai Cement Foundation (Thai Cement Company)

GOV: Ministry of Education, Department of Non-Formal Education; Ministry of Agriculture, Community Development Department (CDD); Tambon Administration Organization (TAO – sub district local government)

Program Description

The Rural Youth Career Development Program was originally initiated by the National Council on Youth Development (NCYD) as a response to the migration of youth from urban centers back to rural areas after Thailand's national economic crisis in 1997. It seeks to create career opportunities for young people by offering alternatives in the agricultural field and to encourage entrepreneurship and the revival of the rural agricultural community.

Focused in the northeastern area of the country, the program provides a cohesive training package that includes vocational, management, marketing, and entrepreneurial skills, as well as small seed loans to graduates. One innovative aspect of the program is that the young people are given an array of information on different potential agricultural careers and are then able to specialize in those of greatest interest to them.

D. Speak Out!

Partners

CSO: Foundation for Young Australians (FYA)

BUS: The Body Shop–Australia (TBS-A)

GOV: Department of Employment, Training, and Youth Affairs (DEETYA)

Program Description

Speak Out! (SO) was the brain child of The Body Shop-Australia (TBS-A), a national franchise holder of The Body Shop–International (TBS-I), whose mission is “to dedicate our business to the pursuit of social and environmental change.” SO is an independent T-shirt and “street wear” manufacturer that provides transitional employment and training for disadvantaged youth. The idea for the program was generated by TBS-A’s dual objectives of finding uniforms for employees that were made under ethical labor conditions and working with youth, who make up a sizable portion of their clients and employees. SO is a non-profit organization and is working towards self-sustainability through the sale of its products. From the outset, TBS-A specifically sought out community and government involvement in the initiative and garnered the support of the Foundation for Young Australians (FYA) and the federal Department of Employment, Training, and Youth Affairs (DEETYA).

E. Brazil’s Child Friendly Companies Program: A Model for Inter-Sectoral Partnering (ISP) Advocacy

Partners

CSO: Fundação Abrinq pelos Direitos das Crianças

BUS: 1,497 companies, including Xerox do Brasil and the Associação Brasileira dos Exportadores de Cítricos (ABECITRUS) among others.

GOV: International Labour Organization (ILO), United Nations Children’s Fund (UNICEF), Parliamentary Front for Children’s Rights; National Council for Children’s Rights; Employment and Labour Relations Secretariat; State Department

Program Description

The Child Friendly Company (CFC) program was initiated by Fundação Abrinq as part of its mission to eradicate child labor in Brazil. It uses traditional advocacy and lobbying coupled with ISP to advance the cause of child rights. The program provides a “*Child Friendly*

Company (CFC)” seal, which corporations may apply for and, if accepted, use on their products. The guidelines for what constitutes a CFC include no child labor at any level in the production/supply chain and a philanthropic commitment to child and youth development. Applications undergo a due diligence process and the corporations must reapply annually. In addition to the seal, the program works on promoting social clauses in business contracts, particularly in the charcoal (and therefore motor vehicle), sugar-alcohol, footwear, and citrus fruit production and supply chains. Fundação Abrinq is particularly interested in influencing federal, state, and municipal policies around child labor issues and the reintegration of children and youth in the formal school system. It was key in lobbying for the passage of the Convention on the Rights of the Child in Brazil and plays a major role in the inter-sectoral National Forum for Eradication of Child Labour (FNETI).

F. **Paisajoven:** A Colombian ISP Organization

Partners

CSO: 37 total, including Corporación Región, Colombian Red Cross, Convivamos, Antioquia University, the Archdioceses of Medellín, and others.

BUS: Medellín Chamber of Commerce, COMFAMA, COMFENALCO, FENALCO, PROANTIOQUIA.

GOV: Medellín Mayor’s Office, Medellín Municipal Youth Council; Medellín Secretary of Welfare, Medellín City Council, Presidential Council for Antioquia.

Program Description

Paisajoven (PJ) originated from a proposal made by the Medellín municipal government to the Deutsche Gesellschaft für Technische Zusammenarbeit (German Agency for Technical Cooperation – GTZ) to fund a program to combat high levels of youth unemployment in the city. Medellín, a Colombian city in the department of Antioquia, has been one of the “hot spots” of the drug violence and civil war that has plagued the country for over 50 years. This insecurity has led to high levels of unemployment, high dropout rates, and an environment of antagonism and distrust among the government, business, and civil society sectors. In the Paisajoven project, however, all three sectors were invited to design and participate in the project from its inception. A tri-sectoral coalition oversaw the process by which it evolved into an independent non-profit organization dedicated to facilitating the effectiveness of youth programs by providing technical assistance and organizational capacity building, and promoting collaboration among different youth development actors through the creation of a network. The decision to create an organization dedicated to institutional strengthening as a response to youth unemployment was both innovative and controversial. During the planning stages, the groups split into two factions; one wishing to create a CSO dedicated exclusively to employment generation and the other to the formation of a network for institutional support for organizations already working with youth. The latter idea prevailed based on a pre-planning diagnosis of the situation by local experts that pointed to the main problems in the CSO working context. It found that there was too much action without planning, a “reign of informality”/lack of professionalization of the field, the tendency to view work with young people paternalistically in terms of “salvation

and sacrifice,” and a distinct lack of coordination among groups. PJ focuses on three main areas: employment, community development, and education. PJ got to have 50 members of the network, representing the business, government, and civil society sectors.

5.3 GENERAL LESSONS LEARNED

While each partnership differed and each program offered unique lessons, IYF identifies some key lessons learned from their partnerships in general. These are:

- Corporations are in a stronger position to intensify their contribution when program activities coincide with the corporate mission. When they match, corporations can contribute products or services, knowledge of the industry or sector, technical expertise, and networking and/or leveraging.
- Ideas for a program often come from the corporation instead of the CSO. It is the responsibility of the CSO to design the program around the ideas presented by the corporation. While this is a source of innovative ideas, CSOs do not always have the in-house capacity to design and implement the proposed program. To remain competitive, the CSO must be flexible, and have the ability to draw upon a readily available diverse pool of expertise, and to create new national alliances.
- IYF considers tri-sectoral partnership (civil society, government and business) to be among the important developments emerging from the increased philanthropic activities of corporations. The strength of the tri-sectoral partnership is in the combined resources of the group. Governments are in the position to support legislation that creates an enabling environment for the program.
- Governments offer the possibility of institutionalizing and/or scaling up activities to the national level. Businesses bring to the partnership financial assets, human intellectual capital, understanding of their industry, and in some cases, leverage or a power base. Civil society organizations offer the partnership a non-profit financial and programmatic infrastructure, development expertise, and networks to reach beneficiaries.
- Organizations active in global inter-sectoral partnering must take into account both regional context and a country’s specific economic, political, and social situation. What a partnership looks like in Poland is likely to be quite different from how it may look in Brazil or South Africa or India. Regional and national differences in terms of inter-sectoral partnering (ISP) are complex, depending on factors ranging from the relative sophistication of the private sector to the policy environment towards civil society to the specific social problems faced. In any region, a thorough examination must be made of each sector to determine if ISP is an appropriate and/or effective way of promoting development and solving problems.
- IYF has found that corporations tend to focus philanthropic programs in their major market areas, which means that there is a need for global CSOs to think creatively about how to channel resources to countries and regions that may not be the private

sector's top priority. Due to the tendency for corporations and foundations alike to limit their investments to select countries, it is important to research all potential partners.

- A partnership must be flexible and adaptable enough to deal with these unpredictable events, since business and civil society actors are subject to distinct external forces (market forces, for instance) while government is subject to the vagaries of political life.
- One of the major challenges in public/private partnering is the propensity, consciously or unconsciously, for the business partner to become the dominant force in decision-making. There needs to be clear and equal value given to the resources that CSO and government partners bring to collaborative ventures, as well as a respect for the different management cultures of all three sector all partners must have the “power to say no” and the power to criticize. There must be active engagement of all partners in a transparent process. The best partnerships are those where there is an easy give and take among the parties.

Appendix

A. Resources Used

Marcia Avner, *The Lobbying and Advocacy Handbook for Nonprofit Organizations*, Fieldstone Alliance, March 2006

James E. Austin, *The Collaboration Challenge*, Jossey-Bass, April 2000

Mindtools, "Stakeholder Analysis." Available at http://www.mindtools.com/pages/article/newPPM_07.htm)

Mindtools, "Stakeholder Planning and Management." Available at http://www.mindtools.com/pages/article/newPPM_08.htm

USAID's publication, *A User Guide to Intersectoral Partnering*, November 1998. Available at <http://www.usaid.gov/pubs/isp/handbook/guide.html>

Marcus, Teitel *"Thank You for Submitting Your Proposal": A Foundation Director Reveals What Happens Next*, Emerson & Church, May 2006.

W.K. Kellogg Foundation publication, *Logic Model Development Guide*, January 2004.

International Youth Foundation publication, *What Works in Public/Private Partnering: Building Alliances for Youth Development*, by William S. Reese, Cathryn L. Thorup, and Timothy K. Gerson. 2002

YES Internal Document, *The YES Fund Global Program For Youth Entrepreneurship*, April 2007

B. Templates and Guides

I. Guide to Assessing Partnerships

After establishing partnerships, you must continually assess them to ensure that they remain effective. James Austin came up with 7 key areas and questions that you can use to guide internal and external discussions on your partnerships.

The 7 C's⁹

- Clarity of purpose
 - + What is the purpose of the collaboration?
 - + Where does the relationship fall on the Collaboration Continuum (is it philanthropic, transactional, or integrative), and where does each partner want it to be?
 - + Do both partners have written collaboration purpose statements?
 - + Has each partner determined the different functions and relative importance of the partnerships already existing in its collaboration portfolio?

- Connection with Purpose and People
 - + To what extent are individuals personally and emotionally connected to the social purpose of the collaboration?
 - + Have individuals been able to touch, feel, and see the social value of the collaboration?
 - + What level and what quality of interaction exist among senior leaders?
 - + What extent do personal connections and interactions occur at other levels across the partnering organizations?
 - + How strong are interpersonal bonds?

- Congruency of Mission, Strategy and Values
 - + How well does each partner understand the other's business?
 - + What are the missions, strategies, and values of each partner?
 - + What are the areas of current and potential overlap?
 - + How can each partner help the other accomplish its mission?
 - + To what extent is the collaboration a strategic tool for each partner?
 - + Have the partners engaged in shared visioning about the future?

- Continual learning
 - + What has each partner learned from the collaboration about how to work with another organization more effectively and create greater partner and social value?
 - + How has this learning been incorporated into the collaboration?

⁹ Extracted from James E. Austin, *"The Collaboration Challenge."* Jossey-Bass, April 2000

- + Is there a process for routinely assessing learning from the collaboration?
 - + Is complacency stifling innovation?
- Communication between partners
- + What level of respect and trust exists between the partners?
 - + Is communication open and frank, and is critical communication constructive?
 - + How is communication between the partners managed?
 - + Does each partner have a partner relationship manager?
 - + What channels and vehicles are used to communicate internally?
 - + Are there potential dissenters, and can they be converted?
 - + How does the alliance communicate externally?
 - + Do the partners have a coordinated external communication strategy and program?
 - + Is the partnership underpublicized?
- Commitment to partnership
- + What is the level of organizational commitment to the partnership, and how is this commitment demonstrated?
 - + What is the trend in investments (personal, financial, institutional) in the partnership?
 - + Are the partners' expectations of one another high?
 - + What is the composition of each partner's collaboration portfolio, and where does this alliance fit within those portfolios?
 - + Are the portfolios consistent with the partners' collaboration capacities?
- Creation of Value
- + What resources of each partner are of value to the other?
 - + What specific benefits will accrue to each partner from the collaboration?
 - + Do benefits outweigh costs and risks?
 - + What social value can be generated by the alliance?
 - + What new resources, capabilities, and benefits can be created by the collaboration?
 - + Are resource and capability transfer two-way?
 - + Are benefits equitably balanced between the partners?
 - + Has the value exchange and creation depreciated? If so, to what extent?
 - + Can the collaboration be renewed and enhanced?
 - + Is it time to end the collaboration?

II. Fundraising Plan

In the first vertical column, list the potential donors. In the first row, list the different types of information potential donors may want you to include (i.e., their information requirements) and the possible ways you could communicate with them.

Use an “X” to mark the particular guidelines that apply to each donor. This way, when you want to communicate with each donor, you will know what to include and in what form your communication should take. For example,

Table A: Sample Fundraising Plan

	<i>Mission</i>	<i>Program Description</i>	<i>Target Population</i>	<i>Performance Measures</i>	<i>Financial Statement</i>	<i>Relevance to the MDGs</i>	<i>Letter of Inquiry</i>	<i>Funding Proposal</i>	<i>Interview</i>
Foundation	X	X		X	X		X		
Government agency	X	X	X		X	X		X	

The example says that

The Foundation wants a Letter of Inquiry from the non-profit organization. The Letter of Inquiry should include the non-profit’s mission, a description of the program, performance measures and a financial statement.

The government agency wants a proposal. The proposal should include the non-profit’s mission, a description of the program, the population to be served, a financial statement and description on how the program is relevant to the MDGs.

Only a few of the possible requirements were listed in the example above. The particular requirements listed in the plan depend on your donors. Other requirements could include

- Brief statement of problem to be addressed*
- Staff Biographies and Key Staff Resumes*
- Organization Background (mission, major activities, and credentials for carrying out project)*
- Certificate of Incorporation and By-Laws*
- List of officers and Board of Directors*
- Current Annual Report*
- Support letters or endorsements*

III. Letter of Inquiry

This template is provided by the Non-Profit Guide (an online grant writing tool for non-profit organizations). The website has samples that you can refer to. These are available at http://www.npguides.org/guide/inquiry_letter.htm

Your Inquiry Letter should condense all of the key information into the following main elements:

1. Organization Overview/Purpose
2. State Reason for and Amount of Funding Request
3. Describe Needs or Problem (including target population, statistics, examples)
4. Describe Project or Program
5. List other Project Funders (prospective and committed)
6. Request Funding Application

Typical inquiry letters, usually a maximum of 2-3 pages, include the following components:

COVERSHEET: Organization Name, Address, City, State:, Zip Code, Country, Contact Name, Title, Telephone, Fax, E-mail Address.

INTRODUCTION:

- The mission of your organization (one paragraph)
- The purpose of your request (one paragraph)
- How your request fits the grantmaker's funding priorities (one sentence)
- Total annual general operating budget
- Fiscal Year
- Total proposed project/program budget (if other than general support)
- Grant amount being requested
- Matching funds committed from other funding sources
- Proposed grant project/program time frame (beginning and ending dates)
- Tax exempt status

NARRATIVE (maximum of 1/2 page)

A concise narrative or a synopsis of the proposed project/program, that generally covers the following:

- The purpose of the request (project or program)
- The problem or need being addressed, and how you will address the identified problem or need
- The population or community served by your organization
- How your project or program will promote long-term change

FINANCIAL INFORMATION

For project or program funding requests, you will usually need to submit both a project/program budget and a general operating budget. However, for general support requests, you will usually only need to submit a general operating budget. Also, most of the donors will ask you for the institution's financial statements for the last 2 years externally audited in order to assess the capacity to manage funds.

IV. Funding Proposal

This template is provided by the Non-Profit Guide (an online grant writing tool for non-profit organizations). The website has samples that you can refer to. These are available at http://www.npguides.org/guide/full_proposal.htm

In general, the cover letter is followed by the cover sheet, the narrative, budget, qualifications of your organization, conclusion and appendices, as follows:

1. Cover Letter (Overview of funding request)
2. Cover Sheet (Executive summary)
3. Narrative:
 - Needs Assessment
 - Goals and Objectives
 - Methodology
 - Evaluation
4. Budget (Administrative & program costs)
5. Qualifications (Applicant credibility)
6. Conclusion (Summary)
7. Appendices (Support materials)

In addition, grantmakers sometimes require a narrative of budget items, long-term funding sources, and an empirical analysis.

1) Cover Letter (one page)

Provide a clear, concise overview of the organization, purpose and reason for and amount of the funding request. Be sure to show how your proposal furthers the grantmaker's mission, goals and matches the funder's grant application guidelines. Cover Letters should be typed on letterhead.

2) Cover Sheet (1/2 page)

Also called an executive summary, this case statement and proposal summary is the most important component of your proposal. Summarize all of the key information and convince the grantmaker to consider your proposal for funding. Introduce your proposal, present a clear, concise summary of, and the visual framework for, the proposed project/program, and include: Applicant contact information, purpose of the funding request, need/problem, objectives, methods, total project cost, amount requested.

3) Narrative (10-15 Pages)

a) Needs Assessment (Problem Statement) (3-4 Pages)

Objectively address specific situation, opportunity, problem, issue, need, and the community

your proposal addresses. Support your statement with qualified third-party research/evidence to justify the need or problem. Clearly, concisely demonstrate that a relevant, compelling problem or need exists, and include the following:

1. Description of target population.
2. Definition of community problem to be addressed and service area need.

b) Program Goals and Objectives (1 - 2 pages)

Describe the outcome of the grant in measurable terms, in a succinct description of the proposed project outcome and accomplishments, including your overall goal(s); specific objectives or ways in which you will meet the goal(s). Program Goals and Objectives should include:

1. Minimum of one goal for each problem or need in the problem or statement.
2. Description of the benefiting population.
3. Performance - the action which occurs within a specific time frame at an expected proficiency.
4. Process - the method by which the action will occur.
5. Product - the tangible results from the action's performance and process.

c) Methodology (4 + Pages)

Describe the process to be used to achieve the outcome and accomplishments, in a rational, direct, chronological description of the proposed project; actions that will accomplish your objectives; impact of your proposed activities, how they will benefit the community and who will carry out the activities; time frame for your project/program; long-term strategies for maintaining the on-going project/program. Methodology should include:

1. Restatement of problems and objectives.
2. Clear description and explanation of program/project scope and activities.
3. Sequence of activities, staffing, clients and client selection.
4. Time line of activities.

d) Evaluation (1 - 2 Pages)

Determine the plan for meeting performance and producing the program/project and justify how you will measure the effectiveness of your activities, who will be involved in evaluating and how they will be used; your measured criteria to produce a successful project/program; the expected outcome/achievement at the end of funding period. Evaluations should include:

1. Plan for evaluating accomplishment of objectives.
2. Plan for modifying process and methodology.
3. Provide methods - criteria, data, instruments, analysis.

4) Budget

Clearly delineate costs to be met by the funder and all other funding sources; outline both administrative and program costs.

For specific projects, include separate budgets for the general operating and the special project. Show income and expenses in columnar form (according to general accounting/bookkeeping principles).

Delineate personnel costs for salary and fringe benefit information, and other-than-personal-services (OTPS) expenses for facility operating (rent/mortgage, utilities, maintenance, taxes), and travel, postage, equipment costs, supplies, and insurance, etc.

List actual committed and pending sources of income only. Include fees for service, government funds, corporate/private grants, individual donations, etc.

Prepare a detailed budget consistent with the proposal narrative:

1. Include project costs to be incurred at the time of the program's implementation.
2. Include no miscellaneous or contingency categories, include all items requested for funding, and all items to be paid by other sources, consultants.
3. Detail fringe benefits separately from salaries, detail all OTPS costs.
4. List separately all donated services, including volunteers, indirect costs where appropriate.
5. Sufficiently justify performance of the tasks described in the narrative.

5) Qualifications (1-2 pages)

Describe applicant, qualifications for funding and establish credibility. Demonstrate the means and methodology to solve the problem, or meet the need, within 12-15 months, and include the following:

1. Organization identity and purpose, constituents and service area. Brief summary of organization history, mission and goals.
2. Brief description of organization current programs, activities, service statistics, and strengths/accomplishments. Long-range goals and current programs/projects and activities.
3. Evidence and support (including qualified third-party statistics) of accomplishments.
4. Number of board members, full time paid staff, part-time paid staff, and volunteers. Evidence of Board involvement, activity and key staff members qualifications and administrative competence.

6) Conclusion (1/2 page)

Present a brief, concise summary of your proposal that states your case, problem, solution and sources/uses of project/program funds.

7) Appendices

Additional attachments are usually required at the funder's discretion. Typical appendices generally include:

1. Verification of tax-exempt status
2. Certificate of Incorporation and By-Laws.
3. Listing of officers and Board of Directors.
4. Financial statements for last completed fiscal year (audited, preferred).
5. Current general operating budget and special project budget (if applicable).
6. List of clients served (if appropriate).
7. List of other current funding sources and uses.
8. Biographies of key personnel or resumes (only if requested).
9. Support letters or endorsements (limited number).
10. Commitment letters from project/program consultants or subcontractors (if applicable).
11. Diagrams for equipment or schematics for building requests (if applicable).

V. Program Logic Model

You do not have to fill the boxes in order. You can work back from Impact to Inputs or any other way you want. It may actually be more useful to think of the results you want before you consider what you need to do to get those results.

When you are done consulting with your members and partners, fill out the following table:

Table B: Program Logic Model Template

Inputs	Activities	Outputs	Outcomes	Impacts
In order to accomplish our set of activities we will need the following:	In order to address our problem we will conduct the following activities:	We expect that once completed or under way these activities will produce the following evidence of service delivery:	We expect that if completed or ongoing these activities will lead to the following changes in 1–3 then 4–6 years:	We expect that if completed these activities will lead to the following changes in 7–10 years:

Source: W.K. Kellogg Foundation Logic Model Development Guide, January 2004

VI. Budget

PROGRAM NAME BUDGET

CATEGORY	DESCRIPTION	AMOUNT	TOTALS
Personnel	Director Coordinator Volunteer		Total in Bold
Facility	Rent Phone bill Electricity bill		Total in Bold
Equipment	Printer Fax Computer		Total in Bold
Supplies	Books Paper Postage Pens Miscellaneous		Total in Bold
Transportation	Bus Air fare		Total in Bold
TOTAL			

C. About the Author

Nwanneka Onuekwusi is in her final year at Princeton University. She is an economics major, whose career interests lie in international development. She is particularly interested in how non-profits can contribute to this field. She has interned with several non-profits in the last few years. The most recent internship was with LEAP Africa, where she helped develop a youth leadership training manual. She was hired by the non-profit consulting firm, New Sector Alliance, to develop this toolkit for YES Inc. as a Summer Fellow 2007.