

Most MPAs in the WIO will need external funding and there are many potential donors. Funding organizations obviously like to support potential successes rather than likely failures but application processes can appear daunting. This sheet provides general guidance on preparing proposals for donors.

Donors vary considerably in their interests and what they wish to fund. Poverty alleviation is currently a priority for many bilateral donors, with an emphasis on good governance, institutional strengthening, public sector reform and integration of biodiversity issues with sustainable development. Foundations and NGOs also support sustainable development, but many have a strong focus on biodiversity conservation. Many funding organisations look for programmes rather than individual projects, and there is an increasing expectation of professionalism, good performance, and strong emphasis on learning and sharing of lessons. Bilateral and multi-lateral donors and foundations generally deal only with large-scale funding, but local companies, NGOs, and embassies often give small grants. Scholarships for staff training and development are available, usually on a competitive basis, from some embassies and international organizations.

A long period may elapse between submitting a proposal and hearing if it has been successful, so it is important to start the process well in advance of any potential funding shortfall, and to engage with several potential donors. Long-term support by a donor providing regular small sums of money can be as valuable and often more cost-effective than a one-off large grant that may be difficult to manage and is not renewable. Reliance on donor funding can result in fluctuations in activity levels, unless attention is paid to ensuring that there are no gaps between projects.

SOURCES OF FUNDING

Bilateral donors - The USA, Canada, Japan, Australia, some Arab countries and most member states of the European Union plus Norway and Switzerland offer bilateral grants. Aid is often channeled through rolling 'partnership agreements' with the recipient governments, which are usually reviewed annually and planned up to five years ahead. Individual programmes address the priorities of both donor and recipient and now concentrate more on sector wide support (e.g. education, environment, health, private sector development) than on individual projects. Proposals should usually be in a specified format, often with a supporting logical framework, and be submitted through the parent ministry or government agency of the MPA. Local embassies and websites can provide details, and embassies may provide small grants for which there are simpler application and reporting procedures.

Multilateral organizations - Grants and loans from these (e.g. World Bank, United Nations and the European Union) are usually tied to a rolling framework of cooperation with the host government. Applications have to be submitted through the parent ministry. The Global Environmental Facility (GEF) supports projects in three areas: protection of biodiversity, pollution control and protection of

international waters. GEF project proposals are prepared jointly by the country (which must be a party to the Convention on Biological Diversity) and either World Bank, UNDP or UNEP. There is also a GEF Small Grants Programme supporting NGOs and smaller projects.

International organizations - NGOs such as IUCN, WWF, The Nature Conservancy (TNC), Conservation International (CI) and Fauna and Flora International (FFI) have their own priorities and agreements with recipient governments and their own formats for applications. Proposals sometimes have to be channeled through the parent ministry. These organisations often develop proposals jointly with local and national partners (sometimes as a result of previous on-site collaboration) and tend to stay involved in project implementation, providing technical, management and administrative assistance.

Charitable foundations - Numerous examples exist, such as the SEA Trust, the Pew Charitable Foundation, and Packard Foundation, that support MPAs. They generally offer direct grants and are less likely to have a fixed programme, but they may have particular areas of interests or priorities. Most foundations prefer to fund particular projects or activities, rather than operational costs.

Academic and research institutions - These may support MPAs through research grants for management-oriented studies. This is likely to be most successful if the MPA collaborates with a national academic organisation or research institute. Research grants are competitive and proposals must demonstrate competence in the proposed field.

Private sector - Examples such as tourism companies, SCUBA institutions and dive operators, airlines, and hotels may provide funding, particularly for equipment, infrastructure, community development, and environmental education. Success is more likely if there is an opportunity for publicity (e.g. advertisement of logos, or launch events



with media coverage). In some cases tourism operators may cover most running costs of an MPA (e.g. Chumbe Reef Sanctuary in Zanzibar) or make in-kind contributions.

PREPARING A PROPOSAL

Proposals should not be written as begging letters, but rather as an invitation to a donor to share in achieving a particular goal. Donors receive numerous applications. Transparency, clarity and accountability are key elements, and the more focused and concise the application, the better the chance of success. Proposals for small grants should be short and to the point. For larger grants, a maximum length of about 15 pages is appropriate, depending on the format required. The proposal should be comprehensive, refer to partner organisations that the MPA is working with, and have an adequate budget for all the activities envisaged: there may be little opportunity for extensions or upward budget revisions once a funding agreement is in place. If funding is needed for only a part of a larger project, this needs to be clear.

KEY POINTS FOR THE MPA

- Avoid 'cold-calling' potential donors i.e. submitting a proposal without any prior discussion. Make contact first to establish their interests; be clear about what is special about the MPA and have materials to support this but do not overstate previous achievements or future plans; ensure that the proposal relates to the objectives and management plan of the MPA.
- Obtain the required format, dates for submission, main areas of interest, policy criteria, and other requirements from donors before starting a proposal, and ensure approval from MPA management agency and other responsible bodies.
- Check whether visitors to the MPA have contacts with relevant organizations or be able to help.
- Make sure that the funding agency being approached does not have aims or ongoing activities that contradict the objectives of the MPA, which could be used against it.
- Consider appointing one MPA staff member to assist or lead in fundraising; use individuals with good writing skills and use external assistance if necessary (e.g. consultant or volunteer); look at examples of proposals that were successful.
- Consider preparing joint funding proposals with partners and other institutions, incorporating broader development issues if appropriate.
- If successful, remember to thank donors and ensure their contribution is acknowledged in publications and media items (e.g. use their logo).

Sources of further Information

Conservation Finance Alliance 2003. *The Conservation Finance Guide*. Available at: www.guide.conservationfinance.org or CD.

IUCN 2000. *Financing Protected Areas*. IUCN/WCPA Financing Protected Areas Task Force in collaboration with the Economics Unit of IUCN. IUCN, Gland, Switzerland and Cambridge, UK 68pp.

Norton, M. 2003. *The Worldwide Fundraiser's Handbook: a resource mobilization guide for NGOs and community organizations*. 2nd ed. Directory of Social Change. www.dsc.org/acatalog/International.html

SEACAM, 1999. *From a Good Idea to a Successful Project: a manual for development and management of local level projects*. SEACAM, Maputo, Mozambique.

Spergel, B. & Moye, M. 2004. *Financing Marine Conservation: a Menu of Options*. Center for Conservation Finance, WWF, Washington D.C., USA. www.worldwildlife.org/conservationfinance

UNEP 2000. *Project Formulation, Approval, Monitoring and Evaluation Manual*. Programme Coordination and Management Unit, UNEP, Nairobi, Kenya. www.unep.org/Project_Manual/

Bi-lateral donors include: US-AID – www.usaid.gov; NORAD – www.norad.no; DFID – www.dfid.gov.uk; FINNIDA – <http://global.finland.fi>; CIDA – www.acdi-cida.gc.ca; SIDA – www.sida.se; JICA – www.jica.go.jp/english; DGCID (France) – www.cooperation.gouv.fr/cooperation/dgcid; Netherlands Development Cooperation – www.minbuza.nl

The Foundation Center www.fdncenter.org – commercial website with information on foundations (subscription basis).

Seashores of Eastern Africa Trust (SEA Trust) www.seatrust.com – a WIO grant-giving foundation

GEF: www.gefweb.org

ELEMENTS OF A FUNDING PROPOSAL

Title, proposed length of project, contact person with contact details.

Summary, emphasizing importance of the project and results to be achieved.

Background information giving a description of the status, trends and issues relating to the ecological and socio-economic aspects of the project (a situation analysis); a stakeholder analysis and a problem analysis (identification of root causes) may be appropriate.

Justification for the work and description of related ongoing initiatives.

Overview of project design process, showing planned stakeholder participation.

Project intervention logic (objectives, activities, expected results, outcomes), with a LogFrame if required.

Implementation procedures, including a description of partners and beneficiaries with their roles and responsibilities, and accountability and capacity to deliver.

Timetables and workplans.

Preliminary monitoring and evaluation strategy

Human resources, existing and required, with TORs if appropriate.

Budget, often in US\$, but check donor requirements; describe other sources of funding that are available or being sought, in-kind contributions and their sources, and how the funds will be managed.

Annexes with any essential detailed information.