

Guidelines for Programme / Project Proposals

1. Summary Page

Provide a summary page as the first page in your proposal. A sample is provided below. Do be concise and include only the key points of your programme.

Name of Programme	e.g. XYZ School Education Bursary
Purpose of Proposal Paper	e.g. XYZ School is requesting a grant of \$XXX,000 to provide bursaries to 100 students from low-income families for 2 years. The bursaries will go towards school-related expenses such as transport, meals during recess, uniforms, school fees, books, stationeries, etc.
Implementing Organisation	e.g. XYZ School
Grant Required	e.g. \$XXX,000
Type of Programme	e.g. Education bursaries
Length of Programme	e.g. 2 years
Number of beneficiaries	e.g. Direct: 100 Students e.g. Indirect: 0
Goals/Objectives	e.g. To provide students from low income families with school-related expenses so that they can attend school on a regular basis, have proper meals during recess, and be equipped with needed books and uniforms.
Outcomes	e.g. Students attend school regularly and progress to the next level of education. <i>Indicators:</i> <i>1. 90% of students achieve attendance rate of 90% and above.</i> <i>2. 95% of students progress to the next level of education</i>

2. Background of Implementing Organisation

- a. Provide background information including history, mission, structure, activities, programmes and achievements of the implementing organisation and its parent organisation (if any).
- b. Does the implementing organisation or parent have IPC (Institution of a Public Character) status?

3. Introduction & Analysis of Needs

- a. Provide an environmental assessment. This should enable the reader to better understand the context of the need. Do provide an introduction to the sector, stating the major issues, urgent needs, key players, programmes, and where the gaps and under-served areas are.
- b. Given the above environmental assessment, why is there a need for the proposed programme? What service gap or under-served area does the programme meet?
- c. How is this need served at the moment? Are there other similar programmes or services? Why are existing programmes or services insufficient?
- d. How is the government meeting this area of need?
- e. What are the likely consequences if the proposed programme is not implemented?
- f. How is your organisation best suited to run the needed programme? What strengths/experience/know-how can the organisation leverage on?
- g. Where available, provide key statistics, research data and other information (e.g. published papers) to support your analysis.

4. Purpose and Objective

- a. What is the purpose of the programme?
- b. What are the key objectives of the programme?

5. Outcomes and Outputs

- a. What are the expected outputs?
- b. What are the expected outcomes? i.e. the observable changes brought about by the programme. Where applicable, please include long- and short-term outcomes along with relevant milestones.
- c. What are the institutional or systemic changes, if any?

Note: Temasek Foundation Cares focuses on outcome-based funding. We are concerned with the impact and changes to the lives of the beneficiaries that are brought about by the programme in relation to the need. In comparison, outputs are usually numerical targets that measure effort, not necessarily results. Please differentiate carefully between outputs and outcomes in your proposal.

6. Detailed Programme Design and Implementation

a. Model and Components

- i. Is this a pilot programme or are there similar ones (either existing or past)?
- ii. What is the model used and why was this model chosen? Has the model been adopted in other programmes? Attach any research or papers supporting the chosen model.
- iii. Describe the main programme components and how they serve to meet the purpose, objectives, outputs and outcomes identified earlier.
- iv. Provide a programme workflow including key processes. Illustrate with an example.
- v. Provide the implementation timeline for the respective components and activities.
- vi. What are the long-term plans for the programme? Is there an exit strategy?

b. Personnel & Partners

- i. How many staff/personnel are required to deliver the programme?
- ii. Who are the key personnel delivering the programme?

- iii. What are the selection criteria for the key personnel?
- iv. Are there any other partners in the delivery of the programme?
Describe the background of these partners and their roles in the programme.

c. Beneficiaries

- i. Who are the target beneficiaries?
- ii. Do the beneficiaries qualify for funding under the mandate of Temasek Foundation Cares? See note below.
- iii. How many direct and indirect beneficiaries will the programme serve? Who are they?
- iv. How will the direct beneficiaries be selected? What are the criteria used? e.g. means testing using per-capita income (PCI) to identify low-income beneficiaries.
- v. Are the beneficiaries Singaporeans and Permanent Residents?
- vi. Will the beneficiaries be required to pay programme fees?
Give details of the fee structure.
- vii. What are the outreach activities planned to attract beneficiaries?
- viii. Are caregivers involved in the programme? How will the caregivers benefit?

Note: Temasek Foundation Cares, by mandate, only supports programmes that help improve the lives of the underprivileged, poor and needy individuals, families and communities in Singapore, and their caregivers.

d. Monitoring and Tracking of Programme Outputs and Outcomes

- i. Describe the monitoring mechanisms to track the progress, outputs and outcomes indicated earlier.
- ii. What are the benchmarks for the programme and how were they chosen?
- iii. How will the outcomes be measured? What are the indicators used?
- iv. Will beneficiaries be tracked for follow up after the programme?
How long will this tracking continue?

e. IPC status

- i. If the programme is an existing one, does it have IPC status?

7. Budget and Cost estimates

- a. What is the period of funding required (length of programme)?
- b. What is the budget required? Provide a line-item breakdown by programme components.
- c. What is the funding amount required from Temasek Foundation Cares?
- d. Who are the other major co-funders of the programme?
- e. Are fees and other incomes from the programme used to offset costs?
- f. Does the programme qualify for support from the government or other related agencies? An explanation is required if funding is available but not sought.
- g. Does the implementing organisation or its parent engage in fund raising activities? Explain why such funds or existing reserves are not used to fund the programme.
- h. Can the beneficiaries apply for subsidy of the programme fees/costs from the government or related agencies? An explanation is required if funding is available but not sought.
- i. What is the timeline of funds required?
- j. How long will funds be required from Temasek Foundation Cares? How will the programme be funded in the future?
- k. What is the programme cost per beneficiary? Have the costs been benchmarked against existing or similar programmes?

8. Acknowledgement for Temasek Foundation Cares

- What are the platforms and opportunities which will be used to acknowledge Temasek Foundation Cares in this programme?
- Will Temasek Foundation Cares be given naming rights to the programme?

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