

Module Three:

PGD in Grant Management Module 3 Assignment

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1. Discuss the following individuals who write project proposals clearly explaining the kind of proposals they write:

i) Programme officers in NGOs

A Program Officer is an integral part of a foundation or nonprofit organization. It is up to Program Officers to oversee program development, seek grants and proposals, manage projects and oversee budgets. They generally ensure that an organization's activities and programs align with the goals and mission statements of that foundation or nonprofit.

The kind of proposals written by program officers depends on the NGOs, whether it's a national or international NGO. But general a program officers write either a funding proposals or a grant proposal.

ii) Government officers

Government Officers means (a) any employee or official of any government, including by any employee or official of any entity owned or controlled by a government, For the case of Uganda, The Government officers work for either Central Government or Local government. They work in a department such as education, health, water, housing, planning or social work and carry out the decisions made by local councilors or legislators. They ensure that government or council policies are put in place and government or council services are being delivered well and monitored very well. Government officers write grant proposals for a particular department.

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iii) Implementers of projects

Project Implementers are the “Master Planners and Executors” of projects. They do the, Planning phase, Implementation phase, Follow through phase and Closure phase. They have experience of the location, context. Have present on ground, have experience and qualified staff and have good knowledge of the target group and tested implementation strategies. They get interact directly with the beneficiaries.

Implementers write funding proposals.

2. Discuss four motivations that make grant makers (donors) to enter into grant making endeavors.

The first thing the grant makers would consider upon receiving the proposal is to quickly assess in the application is the purpose of the organization and that of the project matches their current interest and priorities and contributes towards the wider and bigger goal of the grant maker organization. Critical aspect of a project proposal will be closely scrutinized by a grant maker, exactly how the propose project will address the problem highlighted. At this point, the grant maker will ask some few questions to evaluate the proposed project in its written form. Is the solution innovative? Does it have any past success? Have similar projects worked elsewhere? Have they considered any downsides to their proposal and how will they mitigate risks identified? Any value for money? Will the project be accepted by the community? Does the organization have the capacity to deliver the envisage project? And many more questions as deemed necessary by the grant maker

Secondly grant makers will always be interested in the credibility of the organization. They may investigate the current status and reputation of grant making organization within the community they work in and other previous donors, this will helps indicate experiences of previous worked. That is why it's very crucial to invest in donor

management so that even if a particular project doesn't quite work as you intended, the funder will still report positively on your organization because donors are intrigued by past funders

Thirdly, grant makers would be interested to see if a project fits within their current priorities in terms of beneficiaries, location, impact, delivery strategies. These are always outline in the guideline for call for proposals as eligibility criteria on the types of organization and project that can apply. These criteria will be rigorously checked against proposal to ensure conformity to eligibility and that the project will be delivered in the desired way that fits within their established portfolio and philosophy.

Fourthly, the grant maker will want to see in the proposal the sustainability component well discussed how it will keep living after the funding period ends. Is there an exit strategy in place?

3. Briefly discuss four factors to consider when writing a problem statement of a development project proposal.

A need or problem statement is the genesis to writing a proposal since the problem statement sets a framework for the proposal as it describes a critical condition, set of conditions or a social need affecting certain people or things in a specific place at a specific time. The problem statement is fundamental to any proposal because donors must agree with the organization that the project meets an important need. In stating the need use hard statistics from reputable sources,

- Use statistics that are clear and that support your argument. If you are

talking about a specific community within a city, you might offer one or two data points about the city, then zero in on the data specific to that community.

- Use comparative statistics and research where possible using data from a community that did something very similar to what you want to do and citing the benefits that community derived can make a strong case for the nonprofit to do the same.
- Quote authorities who have spoken on your topic. Be sure to cite the person who made each statement and the source where organization found it appropriate, provide backup information that substantiates that this person is indeed an authority on the subject matter.
- Make appropriate documentation of all data collected, making sure that the websites you are referencing are reputable and your links are current; then you need to clearly cite your sources—including those found on the Internet.
- Use of touching stories of people as examples. This is very effective, but only when balanced against hard data. As donors vary in what they seek in terms of the right mix of vignettes and numbers. Donors /grant makers respond great personal story in a well-supported needs statement that brings the entire proposal to life. Just
- Demonstrate a clear sense of the urgency of the request. The donor need to understand why the funding is important now.

4. What do you understand by the logical framework?

The logical framework or log frame is a document presented in a table with four columns and four rows that gives an overview of the objectives, activities and resources of a project. It also provides information about external elements that may influence the project, called assumption. It also tells you how the project will be monitored, through the use of indicators. although variations on this basic scheme do exist depending on the donor.

The vertical logic

The first column of the 4x4 matrix shows project or intervention logic

On the bottom row, there are activities which when are completed, we expect them to lead to tangible outputs. All the different results together will help to achieve the project's purpose or specific objective'. This is the main reason why the project was conceived in the first place. It is the problem that organization want to resolve. In a broader context, the project's purpose will help achieve one or more goals or 'general objectives' which is found in the top row. The term 'project logic' means that one thing leads to another:

Horizontal logic

This first column containing the *project logic* is about things that are under organization's control especially as far as the goals or general objectives are concerned.

The last (fourth) column is for *assumptions* which *contain* things that are not directly under the project's control, but that may influence its realization in a positive or a negative way. The assumptions are made because when the project's logic is described in the first column, it is assumed that everything goes well. But generally, this is but a mere dream, so organization should take precautions to deal with these risks as best as it can. The relationship between the first and fourth column is as follows:

- When organization does the activities, and the assumptions hold, will achieve the expected outputs;
- When the outputs are achieved, and the assumptions hold, will realize the project's purpose;
- When the project's purpose is attained, and the assumptions hold, will contribute to the listed goals.

To make sure things go as planned and are not disrupted by the potential risks the organization identified (assumptions) or things which were not foreseen,

In the second column, system is set up to monitor progress and results using indicators. An indicator is a piece of information use to get idea of how things are going (a process indicator) or what results have been achieved so far (result indicator).

There is much more to indicators than meets the eye; the art and science of monitoring is a whole field in itself – and is often a reason for much woe and sorrow when designing a logical framework.

Finally, the third column contains the verification sources. They describe where you can find the information of each indicator. Do you measure things yourself or do you ask someone else to do it for you? Or is the information readily available in reports or statistics from other sources?

The logical framework as a document is a tool that is used in many different approaches. It can be used to plan individual projects. It can also be used as a tool to plan, follow-up and evaluate more complex programs that consist of many different individual projects (or actions). And it can be a tool in a complete management approach for organizations. It can be used to plan, or to report, or as a part of a contract. Because of these different roles and different expectations by all the parties that are involved in the project, log frames sometimes have a tendency to become overly complex.

5. What are the components of a winning proposal? Explain three.

There are many factors that lead to acceptance or rejection of a proposal by grant maker. The key elements begin with an innovative idea, continue with clear and focus objectives and plan and end with deliverables that are evidence based with sustained results and impact.

Winning proposal composed of the following component

Goal and objective component:

The goal is what the project wants to do and objectives is what the project one component that all proposals share is an initial goal or mission. The goal or mission is usually the very first part of your proposal. That has to be clear, concise, and persuasive. And objective has to be Specific, measurable, Achievable, Realistic and Time bound. The two have focus that is well aligned and tailored to the goals and values of the donor.

The donors always weigh priorities against variety of factors when considering a proposal, including **importance, significance, relevance**

*The strategy or method of implementation and **outcomes** component.*

This component gives detailed descriptions of the activities an organization will implement to achieve the ends specified in its objectives. This section of the proposal should clearly spell out the methods to be used, activities to be implemented, outcomes of the project and give the reasons for choosing them those methods. Any research supporting the use of these methods—such as their previous success (either at your nonprofit or elsewhere) or, if the methods are untested, data that support your assertion that these methods might prove successful—should be included. A winning proposal has clear strategy of implementation in place. This must be linked to the available resource, context, target group and the population/community so that desired results can be realized

Project budget component.

Whether for good or ill, everything always comes down to the bottom line. The biggest factors that donors look for when deciding whether or not to accept a grant proposal are two-fold: matching goals or priorities between the organization submitting the grant and the donating organization, and economic viability. The best budgets are very specific and demonstrate that you've thoroughly researched the most reasonable costs, but still leave room for flexibility. If an organization feels forced into donating X amount

of money without the possibility of cutting or shifting costs, then the chances of obtaining funding decrease substantially

Sustainability component:

The purpose of this component is to help organization consider how the program will be funded past its immediate future. Potential donors want to know that you are thinking beyond their funding; they want to know your plans for the time when their funding comes to an end – and it will. How will your organization continue the good work upon which the community has come to depend?

Many donors ask specifically for this component in their grant guidelines; others do not. Whether or not this component is required and should include some information on sources of support for the project's future. The more specific the proposal is in this section, the more confidence you will inspire in potential donors that the project will continue beyond their grant, maximizing the impact of their investment

References

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3. *Nonprofit Guide Book Series CD, Winning Grants, Step by Step , Third Ed by Mim Carlson Tori- O' NEAL - McElrath*