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**Assignment questions**

1. Discuss the following individuals who write project proposals clearly explaining the kind of proposals the write:
2. Programme officers in NGOs
3. Government officers
4. Implementers of projects
5. Discuss four motivations that make grant makers (donors) to enter into grant making endeavors.
6. Briefly discuss four factors to consider when writing a problem statement of a development project proposal.
7. What do you understand by the logical framework?
8. What are the components of a winning proposal? Explain three.

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**Module Three**

Assignment for module three presented to Africa Institute for

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**Assignment - Module Three:**

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

**i) Programme officers in NGOs**

A Programme Officer is an integral part of a nonprofit organization. It is up to Programme Officers to oversee program development, seek grants and proposals, manage projects and oversee budgets within the NGOs. They generally ensure that an organization’s activities and programs align with the goals and mission statements of that NGO. They work closely with other managers, vendors and financial supporters in developing, maintaining and ensuring adherence to budgets. This responsibility also includes reviewing grant proposals - *NEBIU, B. (2002).*

Programme officers in NGOs normally write solicited project proposals. They respond to calls for proposal or request for proposal (RFPs) from a donor or contracting authorities by responding to the set details, goals, deliverables etc.

**ii) Government officers**

In the government contracting world, a proposal is initiated when the government needs a good or service, and asks companies to submit offers explaining how they would complete the work, and for what price. This request from the government is called a request for proposal (RFP). A Request for Proposal is a tool used by the Government to solicit proposals from interested bidders. Small businesses and large contractors use the request for proposal process to plan, prepare and bid on services contracts and construction projects. This RFPs are received and reviewed by Government Officers. They analyze and appraise all proposed Government projects for approval.

**iii) Implementers of projects**

Implementers of projects are people who ensures the smooth running of the day to day activities and management of the projects. Since they are the team in charge of the project’s operation, they are equally responsible for the continuity or closure of the projects. Once an ongoing project has finished or outlived its usefulness (and support for it is going to be terminated), a renewal project proposal can be written to make the case for its continued support.

If the project’s scope is being increased to have a further reach, then a supplemental project proposal is required to ask for extra resources for a project (beyond those originally proposed). The main aim when writing these proposals is to be able to justify the extra resources and produce updated estimates of what the project will now take to complete. This will read as an extension of the original document with a focus on explaining the benefits of expanding the scope - *BEN MULHOLLAND (2017)*

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

All grant making organizations have their own ways of working, but almost all of them approach the grant making decision process in a relatively similar way. All funding organizations want to know certain pieces of information such as how your organization’s values align with theirs, your track record and the impact that your proposed project will make on the community. The following motivation factors explains an insight into why grant makers reach decisions to enter into grant making endeavors.

1. **Shared values**: All funding organizations want to know certain pieces of information such as how your organizations values align with theirs, your track record and the impact that your proposed project will make on the community. The very first thing a grant making organization will consider upon receiving an application is to see that both the purpose of your organization and your project matches their current interests. Grant makers are motivated to work with organizations who they share a similar passion with and who they are confident are working in pursuit of the same goals.

Funding bodies will also consider the methods and approaches that an NGO typically uses to deliver their projects. The more aspects an organization shares with a funder the better placed they will be to receive funding. It is important to remember that funders put their reputation on the line by investing grants in different organizations and they need to be absolutely confident in the values and ethos of the NGOs they choose to work with. Therefore, before you even begin to write an application it is important to understand what shared values the two organizations have and how you can emphasize them in a project proposal.

*(*[*https://www.fundsforngos.org/free-resources-for-ngos/funders-grantee/*](https://www.fundsforngos.org/free-resources-for-ngos/funders-grantee/)*)*

1. **Priorities:** The second thing that motivates a funder is whether your project fits within their current priorities in terms of beneficiaries, location, impact, delivery method and more. If your organization has applied to a specific fund or call for proposal, there are likely to be strict eligibility criteria on the types of organization and project that can apply. These criteria will be rigorously checked against your proposal to ensure that you are eligible and that your project will be delivered in the desired way, to the appropriate group of people and result in a specific targeted impact on the community or beneficiaries. Even if your NGO is applying for a grant with a relaxed approach to how results are achieved, the funder will still expect your project to fit within their established priority portfolio and philosophy. [*https://www.fundsforngos.org/free-resources-for-ngos/funders-grantee/*](https://www.fundsforngos.org/free-resources-for-ngos/funders-grantee/)*)*
2. **Status & reputation of the organization:** One of the next things a funding organization may investigate is the current status and reputation of your organization within the community that you work. They will be able to find information about your organization from newspapers and websites as well as contacting organizations you have worked with in the past to see what they have to say about your NGO. Funders are likely to be particularly motivated and interested in the experiences of other grant making organizations who you have previously worked with. This is another reason to invest in donor management and cultivation so that even if a particular project doesn’t quite work as you intended, the funder will still report positively on your organization. Funding organizations will be intrigued by your past funders whether you have raised income from the community or from other government or private organizations. Your past track record can be a massive advantage to you as a grantee, so make sure to include information on your website about who has supported you in the past.

At this point, if they are happy with everything they have discovered so far, most grant makers will start to interrogate your project proposal itself. One of the most crucial things any project proposal needs to do is to clearly demonstrate a need for support. What is the problem? Why does it matter? What are the effects of the problem? How does it affect other members of the community? All of these questions need to be answered as simply as possible. Even though your chosen grant maker may be a leader in the field, do not assume that they know or understand the problem you are trying to solve. Use facts, cite sources and use links to provide further information on the problem itself. If your proposal fails to establish a compelling need for support, then the grant maker is unlikely to read any further into your application. *(*[*https://www.fundsforngos.org/free-resources-for-ngos/funders-grantee/*](https://www.fundsforngos.org/free-resources-for-ngos/funders-grantee/)*)*

1. **Proposal to address the problem:** The next critical aspect that will be closely scrutinized by a grant maker is exactly how you propose to address the problem you have highlighted. At this point the questions will come thick and fast and are likely to include at least some of the following asks: 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 them? Is it good value for money? Will the community embrace it? Will the organisation be able to deliver it as proposed? Is it too complicated? All of these questions and more will be asked of your project proposal and consequently if you are to be successful you need to have written a clear and concise method that includes citations as well as how you will mitigate any potential problems. If you can answer a grant maker’s questions before they have even asked them then you will be doing well.
2. One of the most important aspects of your proposal will be how you will sustain your project after the funding period ends. Do you have a well-developed exit strategy? The last thing a funder wants to see is a successful project end prematurely because the funding has run out and no alternative sources have been found. Most funders will only supply initial seed funding so it is fundamentally important that you can provide a realistic explanation of how the project will become self-sustainable. There are a number of ways to achieve this from in-house fundraising, subscriptions, sponsorship, corporate support, major donations and almost any other income generation method. *(*[*https://www.fundsforngos.org/free-resources-for-ngos/funders-grantee/*](https://www.fundsforngos.org/free-resources-for-ngos/funders-grantee/)*)*

These factors are some of the most senior considerations of a grant maker. Each organization will also consider a series of other factors that differ from one another depending on how much value they place on each. Often a funding organization will tell you its ideal approach and where you can, you should mirror that behavior whilst being careful not to over promise on what you can deliver. Some of the other factors a grant making body may consider include fiscal management, the depth and involvement of the board of trustees, the use of volunteers, ability to handle unexpected shocks and changes, qualified and competent staff, sound methodologies, quality monitoring and evaluation techniques, good reporting structures and how accessible the organization is to the funder.

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

A problem statement is a concise description of an issue to be addressed or a condition to be improved upon. It identifies the gap between the current state(problem) and desired state(goal) of a development project. The problem statement is normally used to gain project support and approval from donor/stakeholders. The problem statement should be designed to address the “Five Ws”.

Here are several key tips for writing a problem statement:

1. **Writing out the vision:** In order to decide what must be done when solving the problem, it is important to understand the vision. There has to be the benefit/important of solving the problem and what the outcome would be if the problem was not solved. The vision should be written very clearly and concisely.
2. **Writing out issue statement:** This is the statement that describes the problem and why solving the problem is important. It simply describes the problems being encountered, specific issues related to the problem and who are affected by the problems.
3. **Organizing the method:** Writing out the methodology to be used to solve the problem is a crucial part of writing out the problem statement. It is through the methodology that you convey the steps that will be taken in solving the problem.
4. **Use of " five Ws."**: When writing the problem statement, the “five Ws” should be incorporated and answered completely - who, what, where, when, and why questions needs to be answered when writing the problem statement.
5. **What do you understand by the logical framework?**

The logical framework or logframe is a document 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 assumptions. And it tells you how the project will be monitored, through the use of content/indicators. All this information is presented in a table with four columns and four rows.

|  |  |  |  |
| --- | --- | --- | --- |
| GOALS | INDICATORS | VERIFICATION SOURCES | ASSUMPTIONS |
| PURPOSE | INDICATORS | VERIFICATION SOURCES | ASSUMPTIONS |
| OUTPUTS | INDICATORS | VERIFICATION SOURCES | ASSUMPTIONS |
| ACTIVITIES | RESOURCES | MEANS | ASSUMPTIONS |

## **The vertical logic**

The first column of the “4x4” matrix shows the project logic (also called intervention logic) – hence the name logical framework.

On the bottom row, you’ll find the project’s **activities**.

When the activities are completed, we expect them to lead to tangible **outputs.**

All the different results together will help to achieve the project’s **purpose** (sometimes called 'specific objective'). This is the main reason why the project was conceived in the first place. It is the problem that you want to resolve.

In a broader context, the project’s purpose will help achieve one or more **goals** (or 'general objectives'), which you can find in the top row.

The term 'project logic' means that one thing leads to another:

* the activities lead to tangible outputs;
* the outputs lead to the project’s purpose;
* the purpose contributes to one or more goals.

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

Private foundation proposals differ greatly from most federal proposals. While foundations often outline the general format that they prefer, there is more latitude regarding the structure of the narrative

1. **Abstract/Summary**

A winning proposal requires a concise executive summary that explains the community problem as well as your solution. The executive summary is the first thing that potential grant funders read in a grant proposal. It should give an idea of what the proposal is about. The abstract presents a brief summary of the project. It must be clear and concise, and no longer than one page (usually 250-300 words, single space!). The abstract/summary should include information about who are you? where can you be contacted? what is the purpose of your project? whom will you serve? what will you do, and how? what are your project’s goals and objectives? what do you expect to achieve? How will you measure success? what is the total amount you ask from the funder? *(*[*https://www.umass.edu/cfr/grant-writing/basic-components-proposal*](https://www.umass.edu/cfr/grant-writing/basic-components-proposal)*)*

1. **Statement of Need**

The statement of need presents facts and evidence to support the need for the project you are proposing. It also establishes your organization as being capable of addressing the need. It clearly specifies what issue you are addressing and why does it matter? why is what you propose necessary? What is the void in knowledge? why hasn't this issue been addressed sufficiently in the past? It should provide convincing evidence that what you are proposing does not duplicate other work. *(*[*https://www.umass.edu/cfr/grant-writing/basic-components-proposal*](https://www.umass.edu/cfr/grant-writing/basic-components-proposal)*)*

1. **Project Activity, Methodology and Outcomes**

**This component of the proposal highlights** the specific activities involved, who will do them, what are the timeline of the activities. It also brings out specific outcomes to be achieved, why your organization is the best one to do what you proposed to do. This component of the proposal stipulates how the problem will be approached and what methods will be employed to accomplish the stated objective. *(*[*https://www.umass.edu/cfr/grant-writing/basic-components-proposal*](https://www.umass.edu/cfr/grant-writing/basic-components-proposal)*)*