**GRANTS MANAGEMENT FINAL EXAM**

**AIPMS/283/2019**

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**COURSE NAME: CERTIFICATE IN GRANTS MANAGEMENT**

**Grants management final exam**

**Answer all questions in this section**

1. Explain tips for grant seeking
2. What are the major components of grant proposal?
3. Differentiate between grant and credit. Giving examples briefly discuss the two main categories of grants given out by co-operations and agencies.
4. Discuss the role of government in grant mobilization.
5. For any successful grant, budget cycle plays a significant role. Using a diagram explain the budget cycle.
6. Analyze the type of costs incurred in budgeting of grants
7. What is the importance of involving a financial sustainability committee?
8. Why is internal controls important to an organization?
9. Discuss some factors that lead to disqualification of applied grant.
10. What is the importance of a money management plan?

**SOLUTIONS**

1. **Explain tips for grant seeking.**

When professors advise early-career academics on grant writing, we often focus on the common mistakes and pitfalls. But up-and-coming researchers don’t just need advice on [what not to do](https://www.chronicle.com/article/10-Common-Grant-Writing/242150).

They need to know what goes into a successful grant proposal, too. Here are some suggestions on that front on how to draft a grant proposal that has the best odds of getting funded.

**Start small and early.** As a postdoc or a new faculty member, you are often tempted to try to "land a big grant" quickly — even in the absence of a track record. You would be better served securing a series of small grants first. Given that grant funding today is more difficult to obtain than ever before, starting early in your career and capitalizing on the advantages of your "early-career" status is key.

Grant programs specifically aimed at new faculty members and postdocs provide the highest chances for success. Those grant programs typically do not require significant preliminary data. Instead, funding decisions rely most heavily on your promise and potential as a candidate — you’re training to date, your mentors, and your topic’s importance.

Another key advantage of early-career grant programs: You are competing against a smaller pool of people — as opposed to regular grant programs where you are competing with a large pool of midcareer and senior investigators who already have established track records.

Keep in mind: Your eligibility for early-career grants will expire in a few years, so seize the opportunity while it lasts.

**But dream big (with the help of a mentor).** Early on in your career, it’s critical to envision your ultimate large grant. Typically a major grant would include five aims. Once you’ve envisioned your big grant and its five aims, your next steps become clear: Bit-by-bit, bite off small chunks of that larger project by writing small grants designed to support one or more of your five specific aims.

A series of small awards will not definitively achieve your aims, as those grants will be limited by small sample sizes and budgets. But small grants will show that each of your aims is feasible — that you can "pull it off". This approach is critical as grant-review panels often see a large grant as the culmination of a growing body of work progressing from modest seed grants to larger and larger awards, in a cumulative fashion.

A key factor in developing a vision of your ultimate large grant will be the advice of your mentor(s). If you do not have a mentor in your department ask the chair to assign you one. It is also usually considered acceptable to seek out your own mentor. Indeed, many early-career academics assemble a mentorship team, in which each member provides guidance on different career facets (i.e., a teaching mentor, a research mentor, a work-life mentor). Consider approaching people on other campuses as well as your own.

**Look at who and what got funded before.** Grant agencies typically list previous award recipients online. If not, your own institution’s grants office can provide you with a list of professors on your campus who have obtained the same grants as the ones you’re seeking. This list is critical as it shows the agency’s interest (or lack thereof) in supporting your area of research.

With a few names in hand, your next step is to ask those recipients if they are willing to share their successful applications with you — to give you a sense of the appropriate scope and depth of a successful research plan. Frame your request in that manner and people are typically happy to share.

Funding agencies may also post a list of prior and current grant reviewers and their affiliations online. Review the list and ask yourself if their expertise overlaps with the aims and methodology of your study. It would be a high-risk proposition to write a grant for a foundation that has never funded an application in your area of expertise before.

Some agencies [post full abstracts](http://projectreporter.nih.gov/reporter.cfm) online of both active and prior awards. They can give you a critical sense of what has been successful. Looking at the number of specific aims and the range of acceptable sample sizes will provide you with key insights as to what has appealed to your target agency in the past.

**Spend half of your time on the abstract and aims.** Writers of successful grant applications typically report that they spent 50 percent of their time on writing and revising their abstract and aims. When you finally start drafting your proposal, the specific aims should be the first thing you write — well before the background or methods sections.

Send a one-page sketch of your project abstract and aims to your mentor and co-investigators early in the grant-writing process with the goal of kicking off an iterative process of review and revision.

Why is this page so critical? Because of the nature of the peer-review process. Typically, only three or four academics are assigned as primary and secondary reviewers of your grant. The majority of review-panel members will only have read your proposal’s abstract. Therefore, it must not only provide a clear snapshot of the entire study, but also convey what is novel about your application.

**Show that you can pull it off.** This is a critical factor for reviewers. How do you demonstrate you can feasibly conduct the work?

* First, if possible, collaborate on the grant with senior investigators who have conducted similar projects. A senior scholar’s involvement will be a key factor supporting your potential for success, particularly if you are early in your career.
* Don’t let co-investigators appear in name only. Show established working relationships with them either via co-authored publications, co-presentations, and/or via an established mentoring relationship (e.g., as part of a training grant). Of course, much of this information will appear in the bio sketches in your proposal, but you cannot rely upon reviewers to connect the dots. Make it easy for reviewers by clearly noting these prior collaborations in your "preliminary studies" section.
* Finally, present evidence that you have conducted smaller-scale feasibility studies. That reassures reviewers that you, as a principal investigator, will be able to conduct your proposed aims and, ideally, translate that work into publications.

**Match your methods and aims.** By that I mean, include methods in the proposal that relate directly to each of your study’s aims and don’t include additional methods that do not correspond to any aims.

It is a great temptation among early-career researchers — driven to impress grant-proposal reviewers — to inflate the number of questions and methods their research project will involve. In actuality, doing that will most often backfire. An overly ambitious application is one of the most common fatal flaws of an early-career application.

Instead, a focused methodological plan directly tied to your specific aims will be the most impressive to reviewers.

**You can never have too many figures or tables**. They make it easy for a reviewer to quickly grasp your proposal, as compared with dense text. In addition, the act of creating them will help you to crystallize your specific aims and study methods. Figures and tables can save space — reducing the amount of text necessary — which is critical to meeting the page limitations of most grant submissions.

This tip is relevant for every section of your grant application: Figures can be used to show how your specific aims interrelate, to depict study designs, and to demonstrate your anticipated results.

**Seek external reviews prior to submission**. The same person cannot write a grant and review it for clarity. You will miss errors, simply by virtue of your familiarity with the material. So ask colleagues to read the application. Even a generalist can read your grant proposal with the following questions in mind: Are the goals clearly stated? Does the grant extend prior work in the field? What is the impact of your potential findings?

In fact, it may be preferable for some of your proofreaders not to have expertise in your area at all — given that members of the grant-review panel will not have expertise in every aspect of your proposal.

Putting your proposal through a mock review panel on your campus can vastly increase your chances of funding. For example, "Chalk Talk" seminars are also highly effective — these are informal opportunities to discuss your ideas and/or specific aims with your departmental colleagues early in the process to get immediate feedback.

If your department does not currently provide such review panels or forums, see if you can start them.

**Be kind to reviewers.** Making them happy should be one of your top goals. Reviewers are typically burdened with an onerous number of applications to read — in addition to their own responsibilities as researchers. The most effective way to leave reviewers happy: Use the grant-review criteria as subheadings in your proposal, making it easier for the panelists to fill out their review forms.

For example, reviewers typically have to complete a section on "Innovation." Thinking that the innovative aspects of your application are obvious is risky. Reviewers not only may not find your application as clearly innovative as you do, but they may not deduce its innovation at all. A clearly labeled subsection on "Innovation" not only saves the reviewer time, but gives you the opportunity to "educate" the reviewer on innovative aspects they may not have recognized on their own.

**Choose a topic that you find interesting**. There is nothing less conducive to your future success and day-to-day productivity than pursuing a topic for the wrong reasons (i.e., you’re not all that interested in the topic but you think it’s fundable). Having several grants in the pipeline and under review at the same time can help stack the deck in your favor. If you aren’t very interested in the project, that is likely to come through in your proposal.

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1. **What are the major components of grant proposal?**

In developing a grant proposal, the funding agency will usually specify the components to be included and order to be submitted. All guidelines given by the funder must be followed. However, there are some common elements that appear in most proposals.

**Cover Page**

Most funders specify the format for the cover page and provide special forms to summarize basic administrative and fiscal data for the project.

The following items are typically included on the cover page, but always follow the prescribed format if one is provided:

* Project title
* Project summary
* Total cost of project
* Funds requested from sponsor
* Name, position, address, phone number, email, and fax number of PI
* Signature block for PI
* Signature block for authorized administrative official
* Name, position, address, phone number, email, and fax number of authorized administrative official.

**Abstract or Project Summary**

Proposals often have an abstract or summary. Funders typically use the abstract in their compilations of research projects funded or in disseminating information on successful projects.

The abstract appears at the beginning of the proposal but should be written as a concise summary of the proposal. (Write it last!)

**Table of Contents**  
Proposals should list all major parts and divisions including lists of illustrations, tables and appendices for the convenience of the reviewer.

**Statement of the problem / needs statement.** A **problem statement** is a concise description of an issue to be addressed or a condition to be improved upon.It is a clear and concise description of the issues or problems that need to be addressed by a problem solving team.

It is used to center and focus the team at the beginning, keep the team on track during the effort, and is used to validate that the effort delivered an outcome that solves the problem statement.

A good problem of the statement should consist of key elements which include**;**

Documentation of the problem you want to address. This can be inform of text, statistics, and graphs and charts,

Description of the causes of the problemor the circumstances creating the need,

Identification of the approaches or solutions attempted to date, based on a review of the literature when possible,

Stating clearly whom the project affects and how they affected by it and how the problem can be addressed. This can be in terms of the population and or the demographic location

**Introduction**  
The introduction sets the tone of the proposal. The introduction outlines the goals of the project, timeline, and enough background to provide a context of common knowledge for the reviewers (who might not be experts in your field).

**Project Goals and Objectives**  
Goals and objectives are different and are clearly separated in the proposal. The goal of the project is what one hopes to accomplish as a result of the project.

Objectives are statements of precise outcomes that can be measured in support of the goals. Objectives are SMART (specific, measurable, allocable, reasonable and time sensitive).

**Review of Literature**  
Discussions of work done by others gives the reviewers the impression of how this project will build upon what has already been done by others. The literature will also highlight how the proposed project is different and unique from other projects. (It also shows that you done your homework!)

**Description of Proposed Project**  
The project description is the heart of the proposal and is the primary concern of the technical reviewers.

* Establish the need for the project and the benefits derived.
* Be realistic. Distinguish between long-range goals and the short-range objectives for which funding is being sought.
* Develop a clear timeline for your objectives.
* Clearly define the focus of the project, including its limits.
* Clearly identify the means of evaluating the data or the conclusions.
* Clearly describe the connection between the objectives and the methods to show that the approach is carefully developed and thought out.

**Plan of Action, Methodology and Design**  
While the description outlines in more general terms what the project is about and how long it will take to complete, the action plan spells out in specific steps and procedures how the project will take place.

In addition, it may be helpful to reviewers if you present a visual version of your timeline. For less complicated research, a table summarizing the timeline for the project will help reviewers understand and evaluate the planning and feasibility.

**Personnel.**

Who proposes to do a project is just as important as what is being proposed because a grant is an investment. Reviewers need to be convinced that the research team is capable. Evidence for this includes: education and training; scientific track-record; specific expertise; appropriate percent effort committed; and use of consultants to fill gaps in staff expertise.

**Budget**  
The budget spells out project costs and usually consists of a spreadsheet or table with the budget detailed as line items and a budget narrative (also known as a budget justification) that explains the various expenses. Even when proposal guidelines do not specifically mention a narrative, be sure to include a one or two page explanation of the budget.

**Current and Pending Support**  
many funders request that applicants supply information on any active and pending support. The potential funders review the faculty/staff time allocations and other potential resources for funding in the pending section.

**A sound evaluation plan**

Evaluation represents the logical conclusion to the proposal and sends a clear message to the sponsor that the project is clearly thought out and that the PI is concerned that the stated goals have been achieved. A well-developed evaluation process can create more carefully articulated project objectives.

The purpose of the evaluation plan is to show how you will measure the completion or success of process and outcome objectives.

The plan include details about how information will be collected and analyzed. And also describe how and when evaluation findings will be shared with the funder.

There are 2 types of evaluation namely process evaluation and outcome evaluation,

Process evaluation assesses the implementation of the program putting emphasis on the activities to be completed for instance distribute 100 books to pupils in a given school.

Outcome evaluation on the other hand assesses the short of long term impact of a project.

From the agency perspective, an evaluation plan is important and useful because it clarifies objectives so that they are measurable, and also helps to determine if the methods that were specified were indeed used and the objectives met.

It helps you continually refine or revise program approaches in future years of funding for the agency to thrive and maintaining some control over the project.

The Evaluation data provides information about the relative costs and effort for tasks so activity and budget adjustments can be made in future years of funding.

Obtain feedback from the clients served and other members of the community to determine if an impact was made on the need identified

Make midcourse corrections along the way to increase the program’s chances of success and also increase possibility of future funding.

From the funder’s perspective, an evaluation plan enables the funder to clearly see whether or not objectives have been met,

It also enables the funder to determine whether funds were used appropriately for the project implementation,

The funder will be able to assess whether or not the program's benefits especially the outcomes justify the cost of implementation.

**Dissemination**  
Dissemination refers to the way in which you will let the wider community know about the final outcomes of your project. Funders want to know the impact of your project beyond the project period. The more people who learn from your project, the more interesting and valuable your project is to a funder.

**Supplementary Materials**  
Such as, curriculum vita (e), resources and facilities, letters of support, appendices (where appropriate), etc.

Conclusively, a winning proposal has basic components which can make funders to award agencies to carry out projects in the community as discussed above.

***Some of the information on this page was adapted from California State University Monterey Bay.***

1. **Differentiate between grant and credit. Giving examples briefly discuss the two main categories of grants given out by co-operations and agencies.**

**A Grant** is an assistance or acquisition given by governments or Organizations or Corporations to another Organizations or governments or individual inform of cash or material support valued in specific currency for the purposes of achieving a common goal that befits the public or a specific group of persons with no intention to repayment or interest while **a credit** is a financial assistance or money lent to an individual, organization or government by a financial agent at an interest with specific payment terms

**Below are the two main categories of Grants given out by corporations and agencies**

**Cash Grants-** This is one of the most common grants given out by many agencies to other NGOs. For example, agencies like USAID, CDC, UKAID gives this often through corporative agreements and contract agreements to achieve certain set goals. The receiving agent will have certain deliverables achieved or account for the funds given. This is commonly used where the receiving agents has the skills, expertise and experience to implement the activities.

**In-Kind Grants: -** This is a common Grant mechanism used by many donors to provide support directly to the beneficiary inform of goods and service that may be required. The agent can procure or acquire goods like equipment inform of cars, motorbikes, furniture, building structures, providing supplies or subcontracting another agent to provide service for certain expertise like Auditing, survey, training required to achieve the goals of the project other than giving cash to the NGO to make such procurements. This is common where the receiving agent has little or no expertise in such field.

1. **Discuss the role of government in grant mobilization.**

For any funding agency to give grants to any agency in any country, there is need for the government of the receiving to create an enabling environment to attract such grants. Both governments should be having a cordial relationship for such relationship to exist. For example, US government Grants are directed to certain countries and debarred for other countries through the excluded parties list

Therefore, it is the role of the government of the receiving agency to ensure that it plays the following roles to attract Grants to the country

* Enabling environment to funders inform of Security, social services infrastructure for ease of accessibility during implementation, Subsidies since most funders are not willing to grant where there is high risk of losing funds without achieving the project objectives. The government can also create an enabling environment by providing subsidies inform of reduction or scrapping of taxes on Grant money procurements like vehicles, reduced registration and certificate acquisition costs, approval costs
* Ensuring that government plans and resource mobilization strategies are tailored towards donor funds other than loans by incorporating donor plans to the government plans so that the donor plans and areas of interventions easily fit in to the government plans. This makes it easy for the fund seeking agency to mobilize resources from the donors since it is within government plans and hence has support of the government.
* Recommendations for fund seeking Agencies. Some funding agencies like USAID, CDC may require a recommendation from the government through the local governments or ministries to fund certain projects. Thus, it is the role of the government to provide such recommendations for the Fund seeking agency to win such grant
* Provide Cost share- Most donors are more willing to grant where there is a cost share component which portrays a level of commitment by the government or the fund seeking agency. This could be in form of co-funding certain projects, provision of certain resources in form of personnel, land, buildings to facilitate the project implementation
* Building Human Resources-It is the role of the government through the various responsible ministries to ensure that human resources within the country has the required skills both skilled and semi-skilled to handle the grant. This will reduce the costs of implementing the grant since expatriates are expensive to hire and maintain. It also builds the confidence of the donor since they will be assured of proper stewardship of the funds donated.

1. **For any successful grant, budget cycle plays a significant role. Using a diagram explain the budget cycle.**
2. **Analyze the type of costs incurred in budgeting of grants.**

While some donors don’t allow for proposal development costs which includes budgeting, some donors do allow in exceptional circumstances. Some of the costs incurred in budgeting of Grants include,

* Consultancy costs. Some projects require technical expertise to come up with the budgets especially in determining the budget items and costs yet the organization may not have such information at hand thus it may require the skills of a specialized person to determine them. In cases where the organization doesn’t have such human resources, it may hire the skills of an outsider who can provide such information.
* Travel Costs-Travel costs inform of transport, meals and incidentals, accommodation may be incurred in during budgeting. This is because in some instances the budgeting process will require getting to a round table to have a discussion on the budget for a couple of times hence participants may have to travel to such locations to have a joint budget development process to have the best out of the team since it allows consultations between both the program and finance team.
* Communication Costs. This can be in form of Telephone and mobile phone charges, data fax, Internet services since there will be a lot of exchange of information among the budget development team to share information and ensure they compare notes.
* Printing and stationary. This may to be to minimum since much of the information is shared on line. This may be required for printing inform of printing papers, printing cartridges, flip charts etc when the budgeting process involves workshops.

1. **What is the importance of involving a financial sustainability committee?**

In simplest terms, it is a group that helps you raise money or obtain goods for your project. Generally, such a group is made up of people in your community that have, or can get money or goods. People who have experience dealing with legal or financial issues, such as lawyers and accountants, may also be members. That's because they can help you with the many legal issues that can affect you financially, such as becoming tax exempt.

Financial sustainability committee is important to provide an oversight in the stream of funding of the institution, ensure that budgets developed fit with the annual operating and strategic plans of the institution, review and approve the budgets, monitor spending stream by the institution, set strategic finance direction, and report to the board of on financial matters of the institution

A Finance Committee gives the board control over the finances of the organization, and is the tool by which it exercises fiscal responsibility.

They protect the organization from legal challenges and liability. The presence of a Finance Committee is generally considered evidence of reasonable care, as long as the committee does its job (i.e., doesn't ignore obvious evidence of a problem, or simply let the director do something that any reasonable person would know is illegal or foolish).

They also guard the organization against illegal, unethical, or incompetent activities by fiscal managers. An alert and informed committee should be able to catch both intentional and unintentional mismanagement of funds. Examples of the former might include misappropriation of funds, embezzlement, outright stealing, taking a kickback from a contract, or paying people for work not done. Unintentional mismanagement could involve, for example, major accounting or bookkeeping errors, misunderstanding of the terms of a grant or contract, or failure to address potential budget cuts.

To act as an advisory panel to the financial operation. Especially if it's made up of people with expertise, the committee can provide advice on fiscal issues in general, correcting inefficiencies and misguided accounting practices, dealing with anticipated shortfalls or surpluses, investing, etc.

To help in the hiring of fiscal staff or a new director. Having intimate knowledge of the financial operation gives committee members a much better perspective on the skills and temperament needed to do the jobs well.

To make the audit easier, both by assisting the fiscal operation in gathering material and cleaning up records, and by working with the auditors beforehand to make sure that they have everything they need to complete the audit efficiently and effectively.

To interpret the audit for the rest of the board. Audits often point out important financial questions, or raise warnings about the future. They can highlight both the good and bad points of an organization, if you know how to read them. A knowledgeable committee can help the rest of the board understand exactly what the audit has to say, and what that means for the financial future or the direction of the organization.

To help recommend the hiring, retention, or firing of potential or current auditors. A committee that understands audits, knows what questions to ask potential auditors, and can observe an audit, will have valuable information to pass on to the board. It can also help the organization avoid the kind of conflict of interest by auditors that hurt not only the investors, but the accounting firm.

**Print Resources**

Kotler, P., & Andreasen, A. (1987). Strategic marketing for nonprofit organizations. Englewood Cliffs, NJ:  Prentice-Hall.

1. **Why is internal controls important to an organization?**

**Internal control**, as defined by [accounting](https://en.wikipedia.org/wiki/Accountancy) and [auditing](https://en.wikipedia.org/wiki/Audit), is a process for assuring of an organization's objectives in operational [effectiveness](https://en.wikipedia.org/wiki/Effectiveness) and [efficiency](https://en.wikipedia.org/wiki/Operational_efficiency), reliable financial reporting, and compliance with laws, regulations and policies. A broad concept, internal control involves everything that controls risks to an organization.

It is a means by which an organization's resources are directed, monitored, and measured. It plays an important role in detecting and preventing [fraud](https://en.wikipedia.org/wiki/Fraud) and protecting the organization's resources, both physical (e.g., machinery and property) and intangible (e.g., reputation or intellectual property such as trademarks).

At the organizational level, internal control objectives relate to the reliability of financial reporting, timely feedback on the achievement of operational or strategic goals, and compliance with laws and regulations. At the specific transaction level, internal controls refers to the actions taken to achieve a specific objective (e.g., how to ensure the organization's payments to third parties are for valid services rendered.) Internal control procedures reduce process variation, leading to more predictable outcomes.

Internal control is a key element of the [Foreign Corrupt Practices Act](https://en.wikipedia.org/wiki/Foreign_Corrupt_Practices_Act) (FCPA) of 1977 and the [Sarbanes–Oxley Act](https://en.wikipedia.org/wiki/Sarbanes%E2%80%93Oxley_Act) of 2002, which required improvements in internal control in United States public corporations.

Internal controls within business entities are also referred to as **operational controls**.

**Their importance is explained below**

* **Avoids and minimizes Risks**-Internal controls help prevent risks at early stages of transactions from occurring otherwise most organizations will be at higher risks from embezzlements, loss of documents, information and property. Through the various internal control mechanisms like reconciliations, segregation of duties, approvals among others, risks are greatly avoided or minimized.
* **Corrects errors-** Internal controls are not 100% effective, but they minimize risks and in some instances, certain errors may not be detected until they happen, therefore with internal controls in place, such errors can be detected and corrected. Therefore, internal controls like Auditing ensure completeness and accuracy of financial information
* **Prevents and detects fraud-** Fraud is a common phenomenon in most NGOs ranging from top to low level and this may result from an individual act, group acts, or departmental acts through conspiracy. Since internal controls have different layers because of segregation of duties, Fraud can be prevented or detected at any one point. This is because it is difficult to keep secret between more than one persons and not all members of the organization are willing to indulge in fraud.
* **Prevents misstatements of financial** statements since they can prevent and detect errors. These errors are detected and prevented before they are included in the final financial statements. Errors can be detected through reconciliations, assets register review and update, review and approvals at various stages before they are included in the Balance sheet and Income Statement, which may portray a different picture or financial position of the organization/entity thus, can mislead in strategic decision making by various stakeholders.

1. **Discuss some factors that lead to disqualification of applied grant.**

**Budget above ceiling-** Most donors indicate budget ceiling for any Grant opportunity. Therefore, when the grant application submitted has more funds required which is beyond the ceiling, then the donor may disqualify the grants because the funds available may not be able to finance the activities fully hence objectives may not be achieved.

**Technical proposal out of context**- Donors are focused on specific areas of implementation and specific objectives. When a review of the technical/narrative proposal reveals a different information from what is indicated in the RFA/RFQ, it is clear that the proposal developers did not understand what exactly is required to implemented as such, grant application may be disqualified

**Lack of sufficient evidence on ability to manage funds** in terms of technical project team and finance management team, cost share if required, board team status. Some donors may require for the Bio data of key personnel that will be involved in the management and administration of the project. In case the bio data don’t prove that there is a competent team, a creates a perception that funds may be mismanaged, project objectives may not be achieved hence a risk to fund

**Lack of sufficient documentation/Poor past performance.** Some donors will require documents relating to the legality of the entity, past performance, recommendation from stake holders like government ministries among others. In instances where such documents are submitted but incomplete and proves poor performance in the past and the donor conducts a back ground check but realized that the entity had poor reputation based on its past performance, the grant application may be concealed.

**Black listed/debarred Organizations/ Persons involved in the application.** Donors like US government, and United Nations has a list of organizations and persons black listed for funding. Such organizations or persons are not eligible for funding from such agencies. This list is published on line and accessible to all. Therefore, Grant applications by such organizations or including such persons will be disqualified automatically

1. **What is the importance of a money management plan?**

Money management plans are short term and long term financial management strategies ranging from weeks to years strategies that aid an organization on how to raise funds, utilize funds and report on fund utilization by making periodic analysis to inform decision making aimed at ensuring proper utilization of financial resources.

Therefore, money management plans ensure that a project is running smoothly by determining on how much, when and how funds will be acquired and spent in both the short and long term. This results in to efficient and timely utilization of financial resources based on the approved plans-reducing on mismanagement and embezzlement of funds. It also reduces implementation huddles that may arise due to delayed payments and procurements when such plans are not put in place.

**COMPILED BY**

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