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**AFRICAN INSTITUTE FOR PROJECT MANAGEMENT STUDIES**

**Course: Post Graduate Course in Grants Management**

**Course Module: Module 1**

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**Module 1**

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

The below discussions clearly outlined key motivations that grant makers to enter in to grant making endeavors;

* + 1. **Alignment of organization interventions or proposal to Grant makers mission and vision.**

Grant makers are motivated to fund organizations that can help them is achieving their goals, so there is need for a proposal to show how your organizations values align with theirs. Grant makers like to work with organizations who they share a similar passion with and who they are confident are working in pursuit of the same goals. 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.

* + 1. **Track Record of Similar Achievements.**

The experience and capacity of your organization orthe current status and reputation of your organization within the community that you work can motivate grant makers to fund your projects. Grant makers 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. An organizations’ past track record can be a massive advantage as a grantee, so making sure to include information on website about who has supported an organization in the past carries a big weight.

* + 1. **Impact of proposal.**

The impact that your proposed project will make on the community can motivate the grant makers to fund your project. also considering the methods and approaches that an NGO/Proposal typically uses to deliver their projects. funder will also evaluate if whether your project fits within their current priorities in terms of beneficiaries, location, delivery method and magnitude of impact the project will create on the target group.

* + 1. **Project Self-sustainability.**

Because of limited funding, grant makers look for projects that can sustain their goals and vision, the fore how you will sustain your project after the funding period ends, and have a well-developed exit strategy motivates the grant maker. Most funders will only supply initial seed funding so it is fundamentally important that you can provide a realistic explanation of how to the project will become self-sustainable.

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

A proposal is a formal document submitted to a government or civilian entity that outlines a proposed project and shows budgetary requirements and requests monetary assistance in the form of a grant.

The following are some key components of a good proposal;

* Title Page and Cover Letter
* Introduction/Abstract/Summary
* Institutional Background
* Problem Statement/Needs Assessment
* Program Goals and Objectives (Outcomes)
* Methods/Implementation Plan
* Evaluation Plan
* Future Funding/Sustainability
* Budget
* Other Components/Annexes

The explanation shall cover, institutional Background, Problem statement, Program Goals and objectives and Methods/Implementation plan;

* + 1. **Institutional Background**

Describes the institution in terms of its location, demographics, mission, relationship to the service area and past successes in the project area. Establishes credibility.

* + 1. **Problem Statement/Needs Assessment**

Documents the problem or need with hard data, linking it to the funding source’s goals and priorities. What is the situation that is causing concern? Why is it happening?

* + 1. **Program Goals and Objectives (Outcomes)**

Identifies anticipated outcomes and benefits in measurable terms. How is the situation expected to change as a result of the grant program?

* + 1. **Methods/Implementation Plan**

Describes the activities that directly support the achievement of the objectives. A timeline may be included in this section as well as a description on staffing needs.

1. *Giving examples explain four challenges your organization faces in Grant Management.*
   * 1. **Compliance to grant requirement by Grantees.**

One of the major challenge experienced is making sure the grantees comply to grant agreement documents signed by both parties, most times grantees deviate from policy documents such as procurement process, finance policies and scope of implementation, these has raised audit queries over time, and grantees still learn less lessons in these areas during implementation of grants.

* + 1. **Reporting difficulties by Grantees.**

There are challenges related to quality reports, in terms of adhering to report templets and quality of contents of the reports, most times it was found that reports are not an exact reflection of implementation, as major challenges affecting implementation are not reported. And reports seem to only reflect that the project is going on well.

* + 1. **Communication and collaboration challenges.**

The challenge in communication have been creating a lot of gaps, in terms of internal organization confidentiality, and approval to communicate important of field level information.

* + 1. **Bottlenecks in documentation and filing.**

Most times reports, activities are not well documented, in terms of consistently documenting beneficiaries progress, lesson learnt, post implementation success stories. It has always been easier to get verbal communication than documented and filed communications.

1. *Identify and explain any four features or characteristics of a Project.*

A project is an activity to meet the creation of a unique product or service, within a defined time frame, cost, scope and quality. Below are some features of a project;

**A single definable purpose, end-item or result.** This is usually specified in terms of cost, schedule and performance requirements.

**Every project is unique.** It requires the doing of something different, something that was not done previously. Even in what are often called “routine” projects such as home construction, the variables such as terrain, access, zoning laws, labour market, public services and local utilities make each project different. A project is a one-time, once-off activity, never to be repeated exactly the same way again.

**Projects are temporary activities.** A project is an ad hoc organization of staff, material, equipment and facilities that is put together to accomplish a goal. This goal is within a specific time-frame. Once the goal is achieved, the organization created for it is disbanded or sometimes it is reconstituted to begin work on a new goal (project).

**A project is the process of working to achieve a goal.** During the process, projects pass through several distinct phases, which form and are called the project life cycle. The tasks, people, organizations, and other resources will change as the project moves from one phase to the next. The organizational structure and the resource expenditures build with each succeeding phase; peak; and then decline as the project nears completion.

1. *Discuss the five components of a good monitoring and evaluation design.*

**Monitoring and Evaluation** (**M&E**) is a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. It is mainly used to assess the performance of projects, institutions and programs set up by governments, international organizations and NGOs. It establishes links between the past, present and future actions.

Below are some components of an M &E design.

* + 1. **M&E Work Plan and costs**

Closely related to the M&E frameworks is the M&E Work plan and costs. While the framework outlines objectives, inputs, outputs and outcomes of the intended project, the work plan outlines how the resources that have been allocated for the M&E functions will be used to achieve the goals of M&E. The work plan shows how personnel, time, materials and money will be used to achieve the set M&E functions.

* + 1. **Communication, Advocacy and Culture for M&E**

This refers to the presence of policies and strategies within the organization to promote M&E functions. Without continuous communication and advocacy initiatives within the organization to promote M&E, it is difficult to entrench the M&E culture within the organization. Such communication and strategies need to be supported by the organizations hierarchy. The existence of an organizational M&E policy, together with the continuous use of the M&E system outputs on communication channels are some of the ways of improving communication, advocacy and culture for M&E

* + 1. **Routine Programme Monitoring**

M&E consists of two major aspects: monitoring and evaluation. This component emphasizes the importance of monitoring. Monitoring refers to the continuous and routine data collection that takes place during project implementation. Data needs to be collected and reported on a continuous basis to show whether the project activities are driving towards meeting the set objectives. They also need to be integrated into the program activities for routine gathering and analysis.

* + 1. **Surveys and Surveillance**

This involves majorly the national level M&E plans and entails how frequently relevant national surveys are conducted in the country. National surveys and surveillance needs to be conducted frequently and used to evaluate progress of related projects. For example, for HIV and AIDS national M&E plans, there needs to be HIV related surveys carried at last bi-annually and used to measure

* + 1. **Supportive Supervision and Data Auditing**

Every M&E system needs a plan for supervision and data auditing. Supportive supervision implies that an individual or organization is able to supervise regularly the M&E processes in such a way that the supervisor offers suggestions on ways of improvement. Data auditing implies that the data is subjected to verification to ensure its reliability and validity. Supportive supervision is important since it ensures the M&E process is run efficiently, while data auditing is crucial since all project decisions are based on the data collected.

* + 1. **Evaluation and Research**

One aspect of M&E is research. The other is evaluation. Evaluation of projects is done at specific times most often mid- term and at the end of the project. Evaluation is an important component of M&E as it establishes whether the project has met he desired objectives. It usually provides for organizational learning and sharing of successes with other stakeholders.

* + 1. **Data Dissemination and Use**

The information that is gathered during the project implementation phase needs to be used to inform future activities, either to reinforce the implemented strategy or to change it. Additionally, results of both monitoring and evaluation outputs need to be shared out to relevant stakeholders for accountability purposes. Organizations must therefore ensure that there is an information dissemination plan either in the M&E plan, Work plan or both.

**References;**

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