MODULE 1 ASSIGNMENT:

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

proposals the write:

i) Programme officers in NGOs: identify gaps

ii) Government officers:

iii) Implementers of projects

Proposals can be formally solicited, informally solicited, unsolicited, Continuation/renewal or supplemental.

Proposal writing can be done by anyone, but succeeding in proposal writing is a combination of different things including ability to present correct appropriate/relevant information in the most appealing way. This cannot be done by different people and depending on what proposal is being developed. The following people play different roles in different proposals as detailed below;

Programme officers in NGOs; these are key in identifying the gaps that exist and do conduct needs assessments that provide basis for developing proposals. The proposals could be solicited or even unsolicited.

Given their in project implementation, they will most cases have the details of the issues that affect the target population and are able to input into proposals that seek to continue funding an intervention. They also participate in monitoring and follow up of projects and are able to input in the proposals that seek to fund development projects.

Government officers, normally develop proposals that are supported by development partners. For example currently the government of Uganda through Ministry of Gender, Labour and Social development is implementing an apprenticeship programme funded by ILO. However the relevant department staff have to submit proposals to ILO for funding to be able to obtain the funding for the project. Government officials mainly respond to proposals such as this kind.

Also in joint proposals with civil society organizations, government officials provide information, validate and promote ownership and acceptability of initiatives

Implementers mainly refer to civil society and other evelopment partners. These respond to all proposals as they come across, but also could coordinate with government ministries and departments to jointly respond to social needs and work together to develop proposals.

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

Human action is always motivated by certain desires or expected benefit from an action. Human action is motivated by different reasons including avoidance of undesirable consequences, done out of habit or even done for purely altruistic reasons for intrinsic satisfaction. These are not any different from donors. Donors enter into grant making endeavors for a number of reasons as seen below;

Donors provide grants to advance their mission, spread their values and interests. As remarked by World leaders; *‘I am committing that our development spending will not only combat extreme poverty, but at the same time tackle global challenges and support our own national interest’ – Theresa May, UK Prime Minister, 2018*

*“We will examine what is working, what is not working and whether the countries who receive our dollars and our protection also has our interests at heart’ – Donald Trump, US President, 2018*

*‘We will contribute $1.3 billion in aid to the Pacific – our highest ever contribution. This demonstrates yet again that Australia’s aid program reflects our interests’ – Julie Bishop, former Australian Minister for Foreign Affairs, 2018*

The above statements underpin the fact that in much as donors give for meeting social needs, they also do so to advance their self-interests, mission and values.

Secondly donors provide grants and aid to create align s with global development objectives and create safe prosperous world. This is because the technological developments and changes have made the world a global village that challenges that were once confined to state boundaries have potential of becoming Global calamities if not addressed. Carbon emissions, infectious diseases, cross-border migration, inequality and global terrorism are just some examples of global challenges that, if resolved, would be in the national interest of most, if not all, states (Kaul, 2017; Blodgett Bermeo, 2018). The speed and strength of global linkages and transmission mechanisms mean that all nations benefit from a healthier, more equal and less vulnerable planet.

Donors provide grants for recognition of what they do and could be used to achieve a country’s diplomatic goals, increase its diplomatic access to international resources and enhance their position and role in international development and strengthen foreign policy instruments.

Some donors provide grants as way of accountability as they obtain tax credits from their home governments and therefore contribute to the social good. In Line with this donors provide grants to delegate achievement of results as they have committed themselves, for example the Belgian Development Agency recieved7.8 Million Euro from GIZ, Irish Aid, Belgian Government and European Union to train 11,000 youths. The agency has provided over 40 grants to partners to be able to reach the targeted number that the agency committed to her donors to train.

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

The problem statement for a development project defines the problem that the project will address. It should be clear in terms of what, who, where, when and the impact of the problem.

The problem should be brief straight to the point and should compel one to clearly understand the problem and be moved to taking action. It should be backed by relevant text, statistics and graphs/charts. The presentation can be varied, but should be concise and clear.

The problem statement should describe the circumstances creating the need or the causes of the problem but focused on one issue with perhaps many causes or impact on different things but the root cause should be identified hence it really should be specific.

Statement of the problem should be able to identify different approaches or strategies /attempts made to date to address the problem. It should be clearly measurable in terms of degree and frequency of the problem that exists despite the efforts done and clearly state how it needs to be addressed.

The statement of problem should be clear on the population affected and the impact. This is key to highlight the segment and emphasize their role so that it is clearly and evidently a need that must be addressed.

4. What do you understand by the logical framework?

The logical framework is a planning process that systematically presents a summary flow of the most important features of the proposed intervention. The analysis facilitates generation a fairly good idea of what the project aims to do and how it will be done what results from this analysis is the log frame matrix. The logframe approach analysis a ‘way of thinking about projects’, is something you can do throughout the project development process. The logical framework helps to home in on and clarify the project design.

Logical framework is used by different donors for different reasons, for example The Australian Government’s ‘AusGuideline refers to it as , a guide to program management’ describing it as ‘an analytical, presentational and management tool which can help planners and managers analyse the existing situation during activity preparation, establish a logical hierarchy of means by which objectives will be reached, identify the potential risks to achieving the objectives, and to sustainable outcomes establish how outputs and outcomes might best be monitored and evaluated if desired, present a summary of the activity in a standard format [i.e. the logframe matrix], and monitor and review activities during implementation (AusAID 2005)’. This implies that to the Australian government, the logical framework is an aid to clear thinking and a communication tool.

The logical framework is the process while the logical framework matrix that is a 4 x 4 representing Objectives, indicators, means of verification and assumptions is the outcome of the process.

The objectives must always be Specific, Measurable, Attainable, Realistic and Time Bound (SMART). The indicators should be should comply with Quality Quantity and Time criteria and be clearly and appropriately defined at each of the different levels. The assumptions should be identified external or internal, environmental, health, crime etc.

The means of verification/sources of verification must be correctly identified and this also helps in knowing who will be responsible and how it will be done as well as the frequency. The Assumptions must be clearly identified

The logical framework can be considered as a tool for ‘mapping possible and likely outcomes’ of a project and the extent to the planning takes into account inherent uncertainties involved. Linking plans to possible outcomes in an uncertain world has a number of dimensions that could range from attribution, externality, sustainability and replication.

The Logical framework distinguishes between assumptions about the wider context, which really are outside the control of the project, and assumptions relating to more operational boundary-setting questions. The latter are aspects that the project designers can choose whether to make external to the project or not.

Assumptions about the wider context commonly could range from climatic and economic conditions; to health (of people, animals and plants); and to the wider political context, including security issues such as war, terrorism and crime. These assumptions can be external or internal

In practice, however, the distinction between internal and external may not be so clear-cut. Projects can decide to take action to mitigate the effects of possible future changes in the wider environment, for example to protect against perceived climatic or health risks. This will mean that the assumptions that the project needs to make carry less risk and will increase the probability of success.

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

For a proposal to win, there are a number of factors that must be in place including building relationships after all it I often said that people give money to people and not organizations, underpinning the role played by relationships, however one of the key areas is that the proposal being sold, must be well written as the starting point. Therefore this discussion will base on the components of a winning proposal. In writing a grant proposal, the funding agency will usually specify the components that must be included and the order in which they should be submitted. This is done through the guidelines in the Request for Proposals/ call for proposals. Adherence/compliance to and following the guidelines increases the likelihood of having the proposal funded. The requirements vary depending on the funding agencies, however there are some common components that appear in most proposals. Below are key three elements that cut across most proposals;

Statement of the problem; this is a key section of the proposal that provides the basis description of the need to be addressed by the applicant organization. The problem statement must be clear, concise and evidence-supported statement of the problem the applicant is addressing and wants to solve. It should have statistics, evidence of any previous work done to address and the gaps that are existing that make it a problem that must be addressed. This is the section that will attract the reviewer’s attention and keep the interest to continue reading through the proposal. Make use of the existing data to document the problem, any strategies that have been attempted to address the problem and why it still remains an issue, the target population and the likely impact on the target population if the problem is not addressed. The statement should present the present imperfection and the belief in a possibility of a better future. To facilitate proper development of this section, it is important to do research and understand the extent to the problem as well as explore creative and innovative ways of presenting the information in a clear and concise manner free of jargons but compelling for action, without necessarily sounding dramatic. There are different tools that can facilitate development of this section including problem tree analysis among others.

Project description is yet another important component of a winning proposal. This section states the goals, objectives/results that will be delivered by the project in addressing the stated problems and the means/strategies of achieving the objectives. Goals are broad statements with a long-term, ideal outcome in mind which should be linked to addressing the problem that was stated in the statement of need/problem statement. Goals and objectives describe what the applying organization will accomplish and clearly spells out the outcomes that will be accomplished. Given that the goals are broad in nature, the fewer the better for feasibility. Normally a maximum of three goals should be sufficient for a proposal. For each goal, there is an objective/s that will clearly indicate how that goal will be accomplished; for example a goal could be, Reduce poverty among out of school youth in Amudat District; specific objective under such a goal could be To increase number of Amudat out of school youth in self- employment by 40% by 2019. Important for the objectives is that they should be Specific, Measurable, Attainable, Reasonable and Time bound (SMART)

For each of the objectives, strategies for achieving them in form of activities are clearly developed. It is important to have clarity of how the activities are linked to the objectives and how they will be implemented. For example, if the objective is self-employment of out of school youth, the activities could include;

Identification of the out of school Youth, gap analysis in terms of skills and competencies for self-employment, preparing for the training to address these needs( materials, trainers, space etc.) must be procured, training, supply of startup kits, coaching and mentoring etc. These are all strategies for achieving the objective of self-employment. The order of activities must be sequentially clear and cohesive to ensure that they indeed lead to achievement of the objective. It could be great to ensure a plan of action, there are different tools for example the Ghant chart that could help identify the activities including critical and non-critical. The use of a log frame could clearly facilitate the writing of this section. It is important to include an evaluation plan for the applying organization how they will track achievement of the objectives, which data will be collected into what system and how the formation gathered will be used to inform programme implementation.

The third key component is the budget requested; Reviewers need to know the budget of the proposed action. Once the detailed information on goals and objectives, methods, and evaluation plan are clearly detailed, there is sufficient information to draft the request. The budget should be consistent with the activities that have been proposed and must demonstrate elements of value for money in terms of Economical, Efficient and Effective. As all the sections, it is important to pay attention to the guidelines as different donors will classify costs differently, For example the Belgian Development Agency asks for budget categorization as Operational costs, Management Coats and Structure costs, while others will ask for Direct Costs and indirect costs. Allocate costs to each activity and each staff as well as other management related costs and overhead costs that will be incurred in execution of the project. Endure that there is consistence of proposal narrative and budget details, the amount should fall within the eligible limits as specified, costs should fall within the eligible costs as specified and in case you need to include projections beyond one year comply with it and budget for inflation for the subsequent years. Pay attention to the currency used and use a conservative exchange rate.

While there are no silver boards on winning grants, planning and preparedness are key to ensure sound documentation and compliance to the specified guidelines. Whether you get the grant or not, the process of grant proposal preparation, done correctly is a learning process and never leaves any participant the same.

**References**

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