**Module 1**

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

According to USAID Sub Grants manual, to enter into grant making endeavors with grant makers (donors) an organization should meet must meet all of the following eligibility criteria:

* The organization must be not-for-profit and registered under law of that particular country.
* The organization has demonstrated experience in the implementation of similar or related activities
* The organization has been in existence for more than 3 years
* The organization must currently be implementing activities in the province for which it is submitting an application for
* The organization has a Board of Directors/ Board of Trustees, five or more full time staff (including program management, finance/administrative, and monitoring and evaluation staff)
* The organization has minimum absorptive capacity and demonstrates the potential to acquire sufficient capacity to manage programs in a sustainable manner
* The organization must show proof of having a functional financial system.
* Conflict of Interest: The grantee’s other relationships, associations, activities, and interests should not create a conflict of interest that could prevent full impartiality in implementation of the grant activities.

a. Pre-Award Due Diligence

A due diligence review of the applicant organization is performed as part of the evaluation process. HIV Response due diligence research must ascertain that a potential Recipient can successfully comply with the financial, management and programmatic requirements of the grant. The recipient must be a registered entity and should have an accounting and management system that allows it to produce both accurate and current financial records, and to properly account for all equipment purchased with government funds provided by HIV Response. The recipient should also have sufficient financial and managerial strength to operate successfully and complete the work for which it has been awarded a grant from HIV Response. Review also confirms applicant is not on any terrorist or other watch lists.

At a minimum, applicants shall submit the following information to allow HIV Response to make a determination of financial and management responsibility: (1) organizational chart or other form of organizational overview; (2) completed Management Questionnaire; (3) documentation that the applicant has the ability to comply with the award conditions, i.e. audit reports, supporting financial documentation; (4) documentation to demonstrate the applicants ability to segregate funds obtained from the award of the HIV Response grant from other activities of the organization (note: a separate bank account is required should the Recipient receive advance payments); (5) required Certifications and Representations.

For certain situations Preliminary Evaluation must be conducted for instance,

As part of the HIV Response Grants Team, the Grants Managers from the respective organizations within HIV Response overseeing grants will perform a preliminary review of the received applications using the criteria described in the applicable RFA. In summary, s/he will evaluate applications according to the criteria of:

•Administrative compliance – verification that the application is complete, that the application file includes all items listed above.

•Eligibility – verification that the applicant and the proposed project are eligible according to the three eligibility criteria described earlier (organizations, types of projects and activities, and budget considerations).

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

In truth there is no magic to writing a successful proposal. The keys to success are

•Developing a clear plan for your program (or operations growth or capital work)

•Researching funders thoroughly

•Building strong relationships with funders

•Targeting your proposals carefully

•Writing a concise proposal

Whether you are preparing a proposal for a foundation or a corporation, the process of proposal writing will be essentially the same. You will

•Identify an unmet need that your organization can or should address.

•Develop your plan to meet the need.

•Identify potential funders and begin to build relationships with them.

•Write the proposals, with each being tailored specifically for one potential funder.

•Engage in strategic follow-up once the proposal has been submitted.

The major components of a proposal are as follows:

* Cover letter: a short letter that accompanies the proposal and briefly describes its significance
* Executive summary (or proposal summary or summary): a very brief (usually one to two pages) overview of the proposal
* Need statement (or statement of need or problem statement): a compelling description of the need to be addressed by the applicant organization
* Goals and objectives: a description of what the organization ultimately hopes to accomplish with a project (goal), and a spelling out of the specific results or outcomes to be accomplished (objectives)
* Methods (or strategies): a description of the programs, services, and activities that will achieve the desired results
* Evaluation: a plan for assessing program accomplishments
* Sustainability: a presentation of the nonprofit’s strategies for developing additional funding to continue the program after the initial grant funding is over.
* Winning Grants Step by Step;
* Organization background (or background statement): a presentation of the nonprofit’s qualifications to carry out the proposed project (try keeping this to two to three pages maximum)
* Budget: a line-item summary of program revenues and expenses

Your proposal’s format and length will vary depending on the grant- maker. In general, proposals contain the same key components to help funders understand that your organization has a sound plan that meets an important need and will make a positive impact on whomever it serves.

WINNING GRANTS – Step by Step, Third Edition: MIM CARLSON, TORI O’NEAL – McELRATH.

1. Giving examples explain four challenges your organization faces in Grant Management.

**Challenge #1: Not Enough Funding**

The organization can’t find the funding they need to support their staff in carrying out the organization’s mission. Mostly seek ways to attract funds without selling a product or service, which lead to serious budget problems. No matter whether they bring in revenue or not, still need to find ways to attract and retain key staff, promote themselves, and find new opportunities. While some organizations can turn to grants for help, the truth is that charities need to be largely established and capable of sustainability before they can access most grants.

Research from the National Center for Charitable Statistics shows that about 50% of non-profit funding comes from fees for goods and services, while only 9.2% comes from government grants. As government funding dwindles and competition in the sector thrives, non-profits must look for alternative ways to earn the bulk of their income.

**Challenge #2: No Strategic Planning**

Fail to think of themselves as businesses. Even if the organization doesn’t seek to profit off consumers, still producing some kind of service or material product, and have operating costs just as any business would. Since a non-profit budget is tighter than that of a for-profit business, organizations must be especially strategic in their business planning techniques.

In other words, you need to examine where you’re going to allocate funds. For instance, most non-profits can’t afford to pay the price for attracting top talent, which means they need to find alternative solutions for staff retention.

A good strategic plan involves:

1. The evaluation of the competitive environment
2. A consideration of where to get sources of funding
3. A defined plan for how and where to offer products and services
4. A record of all sources of revenue streams (private funding, government contracts, etc.)
5. Insights into how the organization can save money

**Challenge #3: Lack of Engagement**

Engagement is crucial to non-profit business function — not only in retaining key staff members, but also in convincing people to donate to the cause. All businesses need to convince people to spend money, but non-profits face an additional challenge, because they’re not generally exchanging money for goods or services.

Non-profits need to lead their marketing messages with emotion. The problem is they don’t often have the funding to allow for quality marketing solutions, like digital advertising and social media. Unfortunately, most donors responding to print campaigns are over 55 years old, which means that using print-only methods is cutting out a huge demographic.

The non-profit sector has struggled to keep up with technological advances. Websites and online campaigns can have a huge impact in driving donations. Online campaigns generate engagement — an element that’s severely lacking for most non-profits. To survive, non-profits need to attract and hire staff that can not only help with budget management and planning, but also inspiring engagement and support from the general public.

**Challenge #4: Not Enough Key Staff**

This may be the challenge that underpins all other concerns for non-profits. With the right personnel, an organization can achieve anything. Tragically, 74% of non-profits cite staff shortage as their biggest challenge, and budget constraints often get in the way of successful hiring and recruitment processes.

Non-profits have a unique advantage over standard companies, because they can foster employee engagement around the mission of the organization. Yet, they still need to offer compensation — an area where they often struggle to live up to the private sector. Since budgets for wages are low, benefits packages and other perks can provide opportunities to strengthen employee contentment and loyalty. For instance, employer-paid life insurance may be a win-win solution for employee retention — it can ensure strength and liquidity for the organization, while offering long term security to staff members.

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

•Objectives:

A project has a fixed set of objectives. Once the objectives have been achieved, the project ceases to exist.

•Life Span:

A project cannot continue endlessly. It has to come to an end. What represents the end would normally be spell out in the set of objectives.

•Single entity:

A project is one entity and is normally entrusted to one responsibility centre while the participants in the project arc many.

•Teamwork:

A project calls for teamwork. The team again is constituted of members belonging to different disciplines, organizations and even countries.

•Life cycle:

A project has a life cycle reflected by growth, maturity and decay. It has naturally a learning component.

•Uniqueness:

No two projects are exactly similar even if Die plants are exactly identical or are merely duplicated. The location, the infra-structure, the agencies and the people make each project unique.

Project: Meaning, Features and Categories. Article Shared by: Neha Misra

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

An assessment across these six characteristics will not guarantee that the information is impeccable or that it is error free, but it will provide a checklist for a manager to use in forming an opinion on whether to use the information.

* Impartiality: The evaluation information should be free of political or other bias and deliberate distortions. The information should be presented with a description of its strengths and weak- nesses. All relevant information should be presented, not just that which reinforces the views of the manager.
* Usefulness: Evaluation information needs to be relevant, timely, and written in an understandable form. It also needs to address the questions asked and be presented in a form desired and best understood by the manager.
* Technical adequacy: The information needs to meet relevant technical standards—appropriate design, correct sampling procedures, accurate wording of questionnaires and interview guides, appropriate statistical or content analysis, and adequate support for conclusions and recommendations, to name but a few.
* Stakeholder involvement: There should be adequate assurances that the relevant stakeholders have been consulted and involved in the evaluation effort. If the stakeholders are to trust the information, take ownership of the findings, and agree to incorporate what has been learned into ongoing and new policies, programs, and projects, they have to be included in the political process as active partners. Creating a façade of involvement, or denying involvement to stakeholders, are sure ways of generating hostility and resentment toward the evaluation—and even toward the manager who asked for the evaluation in the first place.
* Feedback and dissemination: Sharing information in an appropriate, targeted, and timely fashion is a frequent distinguishing characteristic of evaluation utilization. There will be communication breakdowns, a loss of trust, and either indifference or suspicion about the findings themselves if: (a) evaluation information is not appropriately shared and provided to those for whom it is relevant; (b) the evaluator does not plan to systematically disseminate the information and instead presumes that the work is done when the report or information is provided; and (c) no effort is made to target the information appropriately to the audiences for whom it is intended.
* Value for money: Spend what is needed to gain the information desired, but no more. Gathering expensive data that will not be used is not appropriate—nor is using expensive strategies for data collection when less expensive means are available. The cost of the evaluation needs to be proportional to the overall cost of the initiative.

Reference: Ten Steps to a Results- Based Monitoring and Evaluation System: Jody Zall Kusek, Ray C.Rist.