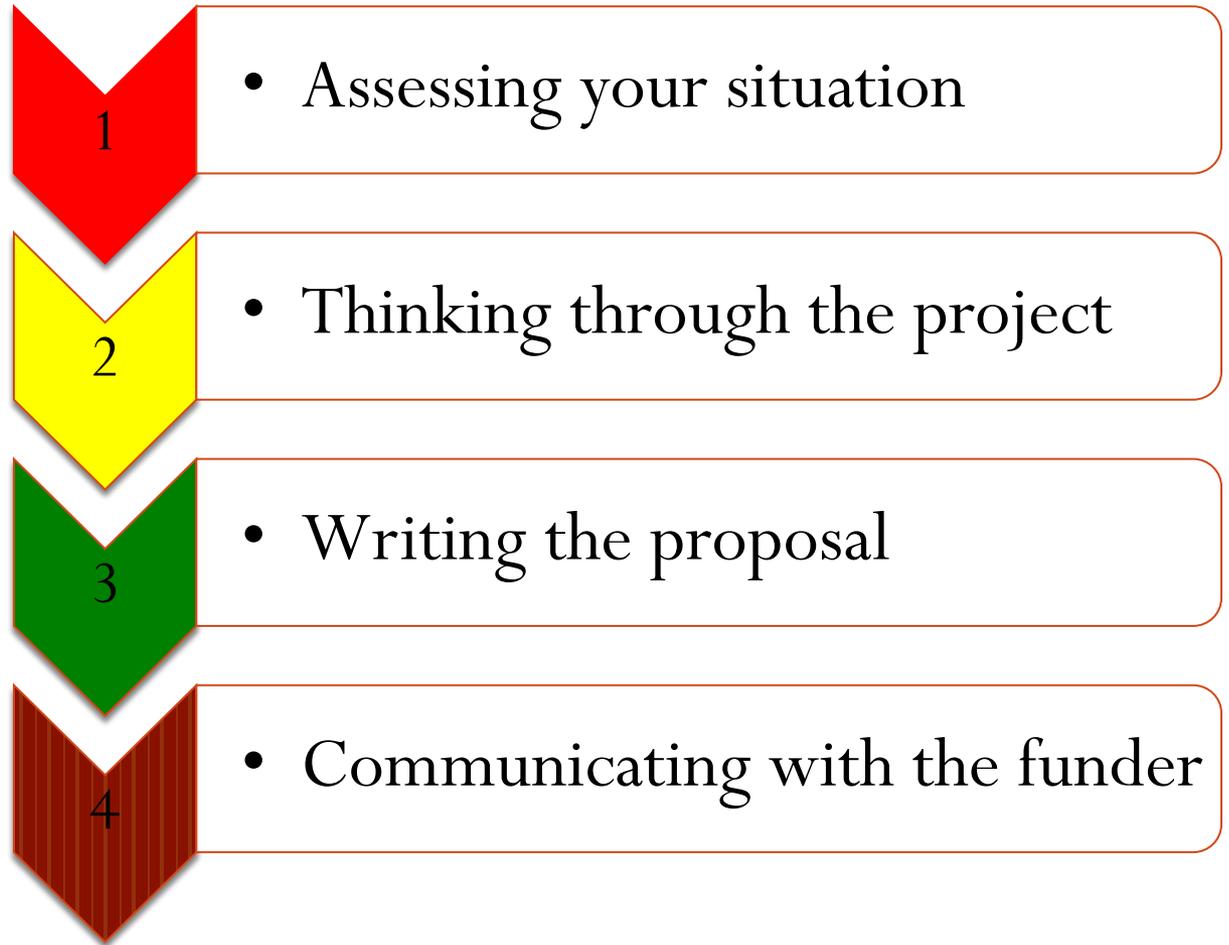
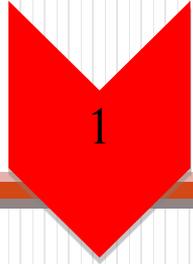


Grant Proposal Development

Module Sequence





Assessing Your Situation

1

Preparing for your Grant

Before you start applying for grants, you should identify the groundwork for a capable organization.

- Vision and Mission
- Program that will yield results
- Effective management and leadership
- Financial systems that will safeguard the resources

Assessing Your Situation

Your organization or program should have a plan in place so that you are able to take advantage of opportunities

- Identify and prioritize needs
- Issues to be addressed
- Assess your organization's strengths

TIP: Don't take on more than you can handle

Key Questions – Grant Requirements

Once you have identified a potential funding opportunity, key questions to explore are:

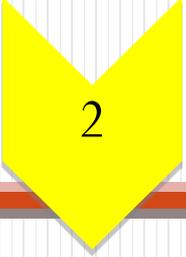
- What are the requirements to apply for a grant?
- What are the procedures?
- What is the eligibility criteria?
- What are the funders' priority area of interest?
- What is the award amount per grant?
- Is there a matching requirement?

TIP: Review information on projects that have received grant awards to see what is considered a desirable project

Proposal Review Criteria

Funders base their reviews and decisions based on specific criteria and/or priorities. Below are some examples of the criteria and questions funders may use to review, rate, and evaluate your proposal:

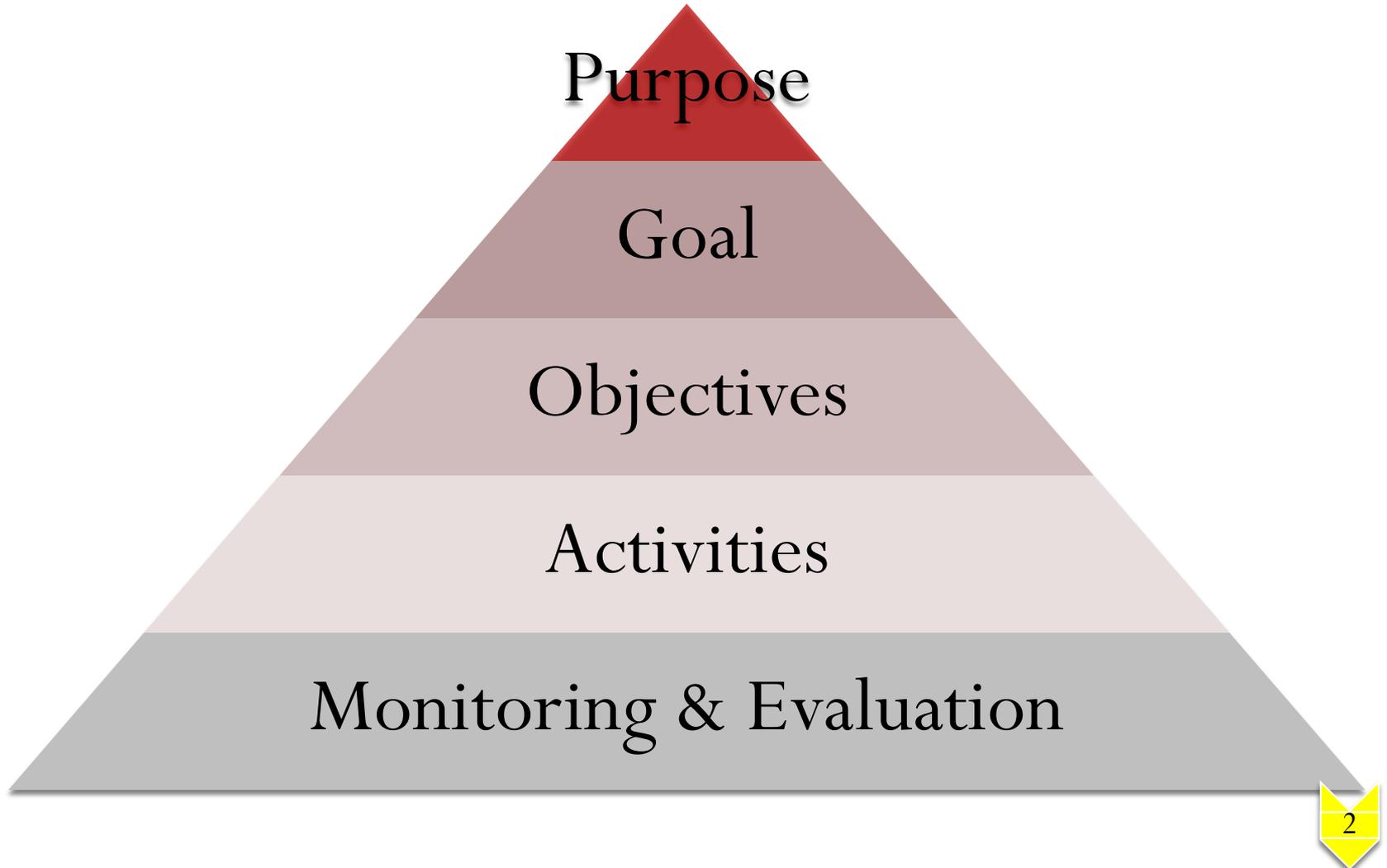
1. **Relevance and Effectiveness**
2. **Feasibility and Efficiency**
3. **Impact**
4. **Sustainability**
5. **Capacity**



2

Thinking through the Project

Framing Your Project



Purpose



- The project purpose is the overall reason or rationale for the project.
- It answers the question – *Why should this project exist?*
- It is often based on an identified need(s) or an aspiration(s).
- Evidence (e.g. data) of the need is usually required.

Goal



- A project goal(s) is a broad or big picture statement of *what is to be accomplished*.
- It is expressed in terms of improvement(s) in the capability or conditions of the situation or beneficiaries.
- The goal should be verifiable at the end of the project.

Objective



- Objectives are the final results which together achieve the project goal. They provide a more detailed picture of *what is to be accomplished*.
- Similar to goals, but are more specific, and more focused on time frames and measurement.

TIP: Federal grant proposals typically require measurable objectives that relate to their stated priorities.

Formulating SMART Objectives

TIPS

- ✓ Use words, such as increased, decreased, enhanced, improved, or action verbs
- ✓ Determine how you will collect and analyze the data and information



Objectives should be SMART

- **S**pecific statements of what the project will accomplish
- **M**easurable or observable
- **A**chievable
- **R**ealistic in recognizing the concrete results a project can actually accomplish
- **T**ime-bound

Linking Purpose – Goal - Objective

A common pitfall in proposals is that there is no linkage between the purpose, goals, objectives, activities, and budget.

Focus on developing the logic of your project.

Purpose	Improved health among students due to increased consumption of fruit and vegetables and an overall healthier food supply in the schools
Goal	Increase specialty crops being served in schools.
Objective	10 percent of school districts will purchase state-grown fruit and vegetables by September 2016.
Output	300 food and nutrition services specialists surveyed on current buying practices.

TIP: Output = Activity; **Outcome** = Accomplishment

Activities



- Determine what activities are required to reach the milestones
- List the activities in a work plan

WHAT (Activities)	WHO (Performed By)	DATE(S) (Month/Year)
Gather & assess grower data	Suzie and team Project Director; Project Coordinator	Nov 2014
Develop outreach materials	Jane Smith Produce Specialist (Contractor)	Dec 2014
Conduct outreach meetings	Project Coordinator	
Final Project Evaluation	Project Director	Jun 2015

Monitoring & Evaluation



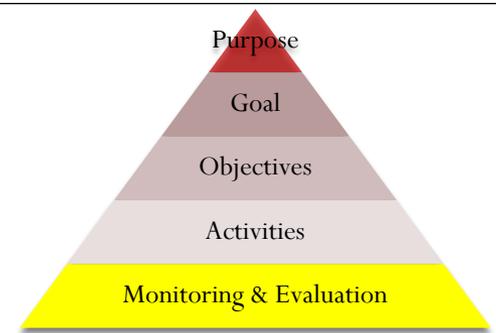
Purpose of M&E

- Monitoring and evaluation (M&E) allows organizations to answer:
 - Is the project reaching the planned milestones?
 - Is the project having the intended results?

Tips for M&E

- Select qualitative or quantitative indicators to provide a means of measuring achievement to help assess performance or reflect changes
- Devise data collection methods such as surveys or testing
- Interpret findings and apply lessons to improve program management and increase benefits

Budget

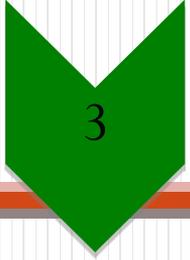


- Funders typically ask for a budget that reflects the total cost with separate columns to indicate the:
 - Amount requested

If required:

- In-kind contribution from the applicant
- Matching funds from donors or partners

TIP: The budget must link with the activities, objectives, and goals of the project. Make sure expenses are allowable according to regulations and/or guidelines.



Writing the Proposal

Funder Procedures

- Read all eligibility requirements, guidelines, procedures, and instructions FIRST!
- The grant process is COMPETITIVE
- Federal grant applications require an extensive online process including registration, and may take several days to complete

Elements of a Concept Proposal

Some funders require an initial 2-3 page Concept Proposal that provides a snapshot of the projects

- Statement of Need/Purpose
- Impact on Beneficiaries
- Expected Outcomes
- Methodology and Activities
- Financial Information

Elements of a Grant Proposal

Contact Information	Responsible person's name, organization, address, email, telephone.
Needs Statement/ Purpose	Description of critical issues and why project is necessary. Focus this section on what your intended project is addressing, not on broad remarks.
Impact/ Measurable Outcomes	How project will be implemented, including: measurable goals and objectives, activities, impact on beneficiaries, anticipated results, sustainability, timeframe, and collaborating organizations.
Monitoring & Evaluation	How project will be monitored and evaluated to ensure the project is on track and the results are being achieved.
Budget	Costs for project, amount requested, in-kind contributions, and other sources of funding.
Organization Information	Staff qualifications and internal controls.
Abstract	Summary of proposal including a statement on the purpose of the project, expected results, and why funds are requested.

Budget

BUDGET ITEMS

Personnel (salary, percentage of time, benefits)

Contractual (technical expertise)

Travel

Equipment

Supplies

Other costs

Indirect Costs (overhead)

- ✓ Reasonable and accurate
- ✓ Allowable
- ✓ Corresponds with project objectives
- ✓ Addresses matching requirements



Don'ts of the Proposal Process

- Don't submit a proposal without an edit for grammar and spelling
- Don't submit a proposal budget with mathematical errors
- Don't submit a proposal intended for another funder if it does not meet the guidelines
- Don't think that you are entitled to the funding for whatever reason
- Don't wait until the last minute to plan and submit the proposal



Communicating with the Funder

Reporting to Funders

The relationship with the funder does not end with the receipt of the grant award. Funders usually request periodic reporting depending on their own guidelines. Some funders may also request site visits, audits, or an evaluation. The frequency and type of reporting relationship is usually detailed in the grant agreement letter.

How responsive you are to the funder and accountable you are to the achieving the intended results could determine the continuation of additional funding.

Resources

Catalogue of Federal Domestic Assistance

<https://www.cfda.gov/>

Federal Grants

<http://www.grants.gov/>

CA.gov Grants

<http://www.ca.gov/Grants.html>

Proposal Writing Basics – Foundation Center

<http://www.grantspace.org/Classroom/Training-Courses/Proposal-Writing-Basics>

Proposal Budgeting Basics – Foundation Center

<http://www.grantspace.org/Classroom/Training-Courses/Proposal-Budgeting-Basics>

Nonprofit Guides

<http://www.npguides.org/index.html>

Management Concepts – Grants Management

www.ManagementConcepts.com

Questions and Comments

