ORGANIZATIONAL EFFECTIVENESS SERIES

Fiscal Management
Strategic Planning
Needs Assessment
Program Development
Grant Writing
Human Resources
Technology Development
Volunteer Management

Surviving an Audit
Program Evaluation
Board Development
Faith-Based Leadership Development
Starting a Nonprofit
Leadership Development

GRANT WRITING

NATIONAL MINORITY AIDS COUNCIL

Dear Colleague,

On behalf of the National Minority AIDS Council (NMAC), thank you for picking up this manual and taking a step toward increasing your capacity in this struggle. As we enter the third decade of HIV/AIDS, it is more important than ever to develop our skills and knowledge to better serve our communities and our constituents.

NMAC, established in 1987 as the premier national organization dedicated to developing leadership within communities of color to address the challenge of HIV/AIDS, works to proactively produce and provide skills-building tools for our community. One such tool is the manual that you hold in your hands.

The Technical Assistance, Training and Treatment Division's mission to build the capacity and strength of community-based organizations, community planning groups for HIV prevention and health departments throughout the United States and its territories is supported through a multifaceted approach. This approach includes individualized capacity-building assistance, written information (manuals, publications and information provided through NMAC's website and broadcast e-mail messages) and interactive learning experiences (trainings). All components are integral to providing a comprehensive capacity-building assistance experience, as opposed to offering isolated instances or random episodes of assistance.

After undergoing a revision of existing curricula and publications and an expansion of our current catalog of subject areas to include more organization infrastructure topics, NMAC is proud to present you with this new manual, Grant Writing. One of 15 topic areas in which we provide capacity-building assistance, this manual will provide you with detailed information, resources and the knowledge to enhance your capacity to provide much-needed services in your community.

Our hope is that this revised manual will give you the skills and knowledge to increase your capacity and serve your community at a greater level than ever before. Please feel free to contact us if you would like further information on other services we can provide to you and your community.

Yours in the struggle,

Paul Akio Kawata
Executive Director

Contents

Preface

Organizational Effectiveness

Successful community-based organizations (CBOs) can attribute their success to employing 15 key components that support organizational effectiveness. See the model below.

Ongoing learning and training in each of these areas will allow your organization to meet the needs of your constituents.

For information regarding training in any of these areas, contact the National Minority AIDS Council's Technical Assistance, Training and Treatment Division by telephone at (202) 234-5120 or by e-mail at ta_info@nmac.org.

ORGANIZATIONAL EFFECTIVENESS MODEL

Introduction

Purpose

For nonprofit organizations, starting or expanding a program is likely to involve submitting a grant proposal to a potential funder as part of a competitive process. This manual will present the fundamentals of preparing a successful grant proposal for securing funds from private sources — such as foundations and corporations — and from public sources — such as federal, state and local governmental agencies. This information is for individuals with varying levels of experience in grant writing, with an emphasis on government grant application requirements.

Learning Objectives

Upon completion of this manual, learners will be able to:

- ✓ Describe the importance of planning and research necessary for writing a grant proposal.
- ✓ State the differences between grant proposals for private funding sources and those for public funding sources.
- ✓ List and describe the elements of government and foundation grant proposals.
- ✓ develop a staffing plan.
- ✓ Recognize and become familiar with grant proposal budgets.
- ✓ Describe project ideas for potential funding that address the needs of target groups served by minority HIV/AIDS community-based organizations (CBOs).
- ✓ Identify available resources for diversifying the organization's funding base and grant proposal writing.

Pre-training Assessment

The Pre-training Assessment is an opportunity for you to check your knowledge against the information that will be addressed in this manual. The correct responses to the assessment are found in the last unit of the manual.

Use this manual as an opportunity to learn new information, to receive feedback on challenges you may be experiencing and to develop a networking system that you can use after you have finished reading.

Pre-training Assessment

Please complete the following lists.

1. State the major differences between grant proposals written for private funding sources (foundations, corporations and individuals) and for public funding sources (government).
   1. ______________________________
   2. ______________________________
2. List five (5) key elements of government and/or foundation grant proposals.
   1. ______________________________
   2. ______________________________
   3. ______________________________
   4. ______________________________
   5. ______________________________

Please circle the following statements True or False.

1.	**True**	**False**	Four key criteria for matching project ideas with potential funders are: geography, mission or purpose, project type and budget.
2.	**True**	**False**	The instructions, guidelines and evaluation criteria provided by the funder are of great importance when writing a grant proposal.
3.	**True**	**False**	There is a logical structure to most grant proposals.
4.	**True**	**False**	Every grant proposal, even a minigrant, should include some type of evaluation component.
5.	**True**	**False**	A proposal staffing plan is a clear, detailed plan for managing and staffing a proposed project.
6.	**True**	**False**	Editing, proofreading and "polishing" a grant proposal are not as important as the project ideas contained within it.

Check answers on page 79, after reading the manual thoroughly.

Check the Pulse

This manual was developed based on feedback from other community-based organizations. The "Check the Pulse" exercise provides you with the opportunity to tailor this workshop to meet your learning needs by identifying and developing your most significant learning objectives. Consider what would be beneficial to you and to your organization.

Exercise 1: Check the Pulse

This exercise is an opportunity for you to tailor this manual to meet your needs.

Directions:

- ✓ Review the learning objectives for this training.
- ✓ Under "Check the Pulse," list your learning objectives. Think about what knowledge and skills you would like to acquire during this training.
- ✓ Now, go back and review your learning objectives. Identify your two most important learning objectives and write them below:

My two most important learning objectives are:

1. ____

2. ____

UNIT 1:

Introduction to Grant Writing

Purpose:

To establish an understanding of the basic roles and responsibilities for grant writing by:

✓ Becoming familiar with both public (government) and private (foundations and corporations) funders.

✓ Learning how to do the homework involved in planning a strategy, researching potential funders that will support your project or program.

Learning Objectives:

By the end of this unit, learners will be able to:

✓ State the differences between private (foundations and corporations) and government (public sector) proposals.

✓ Conduct planning and research essential to preparing and submitting proposals to appropriate potential funders.

✓ Use Internet resources to expand capabilities in finding information and in identifying and selecting funding resources.

✓ Organize a proposal development team, including designating a proposal coordinator, to plan, write and submit a winning proposal.

I. Private Sector and Public Sector Funding

Before the writing process begins, a substantial amount of background work must be completed; its importance cannot be overemphasized. You must know as much as possible about your target group, the intended project and potential funders. You must also make sure that your project matches the interests of a prospective funder.

There are many places to search for grants. The two major sources are the private sector — comprised of foundations and corporations — and the public sector — formed by federal, state and local government sources.

Private Sector

The process for preparing grant applications for private sector entities is usually straightforward and less complicated than for the public sector. There are more than 39,000 active, major grant-making foundations in the United States. According to the Foundation Grants Index of 1997, more than 1,000 foundations gave more than 73,000 grants of $10,000 or more to nonprofit organizations, totaling $6.3 billion.

Businesses are other sources of funding. Most corporate entities give grants to organizations in the geographic areas they do business, especially when there is a link between the proposed project and the company's business activities. There is plenty of money available in the private sector to fund your projects — if you know where to look for it.

Public Sector

Seeking grants in the public sector is usually more complicated than in the private sector. It is helpful if the person completing this type of proposal has some experience with grant proposals pertaining to private sector groups.

The federal government is the major source of grant funding in the United States; however, available dollars have been on the decline. States are also sources of funding for community based organizations (CBOs). Money from the federal government flows typically through states to local governments or CBOs. State and local governments also have their own sources of funds, such as general revenue, tax revenues and other special-purpose funds.

PRIVATE SECTOR FUNDING

Grant funds secured from a foundation, corporation or other for-profit entity.

PUBLIC SECTOR FUNDING

Grant funds secured from federal, state or local governmental source.

PROJECT

A planned undertaking or organized set of services designed to achieve specific outcomes that begin and end within the grant period (a successful project may become an ongoing program).

GRANT

An award of funds made to an organization as a result of an approved proposal.

FUNDER (OR FUNDING SOURCE)

A private or public sector organization that accepts and reviews grant proposals and awards monies to organizations whose grant proposals it approves.

REQUEST FOR PROPOSAL (RFP)

A notice or document issued by the federal government announcing opportunities to be funded. These notices appear in the Federal Register, similar state publications, and a host of catalogs and registers by topic.

GRANT APPLICATION (ALSO CALLED GRANT PROPOSAL)

An official document or set of documents submitted to a potential funder for the purpose of obtaining funds.

Organizations are usually awarded grants as a result of a competitive process. Both federal and state grant funds are highly competitive and may involve more work to obtain than private-sector funds. In general, government agencies use a request for proposal (RFP) system. In an RFP, a government entity defines a priority and issues an RFP that fits the grant-funding priority. Other titles given to requests for funding applications are notice of funding availability (NOFA), program announcement (PA) and, less frequently, a request for qualifications (RFQ), which may be used to pre-qualify a group of applicants with special skills or expertise. These notices appear in the Federal Register, similar state publications and a host of catalogs and registers by topic.

II. The Importance of Planning and Research

Grant proposal writing is the act of preparing a grant application for submission to a potential funding source. You can master the process — no matter what your previous level of grant-writing skill or experience — if you take the time to study and understand it and tailor it to the needs of your particular organization.

Just because a funder is accepting proposals does not mean that you should submit one. “Getting grants” should not be an end unto itself. It is more productive to establish a development plan for your organization first and then identify potential funders and grants that can help you achieve that plan. The secret to managing great ideas lies in basic organizational planning that entails a strategic organizational plan, including a development plan.

After you have decided to apply for a grant, you will need to figure out where to look for it. At this stage, the importance of advance preparation and “doing your homework” cannot be overemphasized. There is research to be conducted about the foundation or corporation to which the grant proposal will be submitted. When conducting background research, it is best to follow a three-step process:

- ✓ **Step 1.** Clarify what type of project you want to fund.
- ✓ **Step 2.** Identify potential funding sources that give grants for the type of project you want to undertake.
- ✓ **Step 3.** Find out as much as possible about the organizations to which you may want to submit a proposal. Keep in mind that it is far better to submit appropriate grant proposals to a limited number of potential funders than to send out proposals “shotgun style” to numerous funding sources.

Major Differences Between Private- and Public-Sector Grant Proposals

Private-Sector Proposals:

- ✓ Are relatively short.
- ✓ Are relatively uncomplicated.
- ✓ May be developed using an letter of inquiry (LOI) or other abbreviated format.

Public-Sector Proposals:

- ✓ Are lengthier.
- ✓ Are more complex and detailed.
- ✓ Are written in response to an RFP or NOFA.

Find out if your organization has ever tried to do something similar, what the results were and whether your project could improve upon any previous attempt. Think about whether the project is innovative or has an interesting component that could make it beneficial to others in the field if the results were made known. Ask yourself if there are other organizations within your community that would be interested in this type of work and whether they might become potential partners for your proposal.

For the sake of generating new ideas, it is important to solicit others within your organization. Proposal writers can also obtain project ideas by reading journals or newsletters related to their organization's mission and by networking with colleagues about topics, service delivery models and approaches. Brainstorming and clarifying project ideas with the target population by holding focus groups or conducting surveys are invaluable. Also, involving stakeholders — e.g., representatives of the target population, staff members of potential partner and collaborating organizations, community leaders active in the focus area — can add to the proposal concept and help promote community acceptance of your project once the grant is won.

It will be critical, once the writing process begins, to present a sound case as to why the project you have in mind is needed. Therefore, you should have hard evidence to prove that there is a significant need or problem and that your proposed project will answer the need, solve the problem and benefit your target client population. In this regard, the value of statistical information cannot be overemphasized.

If your organization has not already conducted a needs assessment, it is time to consider doing so. A needs assessment is a systematic appraisal of the available services and/or gaps in services within a defined community at a particular point in time. Needs assessments can be

NEEDS ASSESSMENT

A systematic appraisal of the available services and/or gaps in services within a defined community at a particular point in time.

GRANT PROPOSAL

The end product of the grant-writing process.

REVENUE

The money that will pay for the costs of a project. In a grant proposal, revenues are usually projected or estimated.

LETTER OF INQUIRY (LOI)

An initial approach to a funder. Sometimes the LOI is the only document sent to a funder; sometimes it precedes a full proposal.

NOTIFICATION OF FUNDING AVAILABILITY (NOFA)

The announcement that a funding program is open. It includes information on area of interest and eligibility.

GRANT PROPOSAL WRITING

The act of preparing an application for a grant to be submitted to a potential funding source.

broad (looking at all HIV/AIDS-related services for all members of a community) or narrow (looking at members of a specific target population and their complete HIV/AIDS-related needs) in scope. You will need to identify the existing gaps in HIV/AIDS-related services for the target audience and justify the course of action and methods the project proposes to implement. Because the HIV/AIDS funding network is highly structured and well organized, each community and state must perform a needs assessment on a regular basis and publish a prevention plan. This information, along with your own assessment, will be the basis for your proposal's Statement of Need. More information on conducting a needs assessment is included in Unit 2.

Example: You might notice a trend in your homebound clients who are living with AIDS (e.g., a high percentage of clients are suffering from nutritional deficiencies). You would then try to identify why this is happening. Perhaps you learn that clients are not receiving healthy meals. Then you would look at organizations in your community that provide meal delivery to people living with AIDS. Perhaps you would find that there is a food bank that makes some deliveries, but not in the area where most of your clients live. Hence, you have found a need that is not being met. You may decide that your organization should start its own food delivery service or try to find funding to assist the agency providing some delivered meals so that it can expand its geographic area of service.

III. Identifying and Selecting Potential Funders

There are many resources available for identifying public and/or private funding sources.

Private Sector

The Internet is an invaluable tool for finding grant funds. Keep in mind, however, that many private sector funding sources do not have websites. So, do not limit your search to the Internet. Other good resources are directories, databases, publications (books, newsletters) and broadcast e-mail messages. Networking is also an excellent tool. It is also worth your while to ask board members and colleagues from CBOs similar to yours about grant writing and foundations. They can clue you in to their experiences with particular foundations and help you clarify your project ideas.

Public Sector

All government funders have websites or Internet connections. It is in your best interest to go to these sites on a regular basis (save them in your favorites or bookmark folder). The public sector is organized into the same levels as the U.S. government (by geography and jurisdiction): federal, state and local (including county and/or regional). It is particularly important to stay abreast of local and state funding because both levels are sources of HIV/AIDS prevention and treatment funding and each level has an HIV/AIDS bureau or office that distributes Ryan White funds.

Participate on local and state advisory committees and on planning councils to stay ahead of funding opportunities as well as to give input into policies and plans for your area. Networking among others in the field may yield unexpected resources for your organization.

Often, we restrict and limit our resources by only seeking health funds designated for HIV/AIDS. Remember that your target population consists of men, women and children, in groups and as individuals, who have other needs. Search sites for other related government agencies such as the Centers for Disease Control and Prevention (CDC), and the Departments of Health and Human Services, Education, the Interior and Agriculture (for rural grant opportunities). Some resources that may help you identify potential funding sources are listed on the next page. Additional resources will appear in later sections.

It is just as important for you to determine how appropriate an agency is for your project as it is for the funding agency to determine how suitable your project is for its programs. There are several places to locate detailed information on potential funding sources so that you can make this determination. You can review their websites; request complete lists of projects they have funded, copies of their most recent annual reports and copies of IRS Form 990F (financial data); ask your colleagues about them; or send a letter of inquiry (LOI) (see Unit 2).

Many grant seekers agree that four criteria are important in matching appropriate funding sources to your cause: location, mission, project type and budget. If the funder makes grants in your geographic area, funds organizations and projects similar to yours and funds projects at a level that meets your project and development needs, then it is a good match.

You should contact the prospective funder's program officer or contact person to discuss your project. (Some foundations are small and have only a part-time staff whereas larger foundations may have several program officers. The federal government and other agencies list contact persons on the RFP.) During your discussion, give a brief outline of your project; find out if your project and the prospective funder's programs are good matches. (The feedback can be a valuable source of information because the program officer will often suggest ways to more effectively present your proposal to increase its chance of being funded.) The program officer can tell you if your project is wrong for the foundation or agency, thus, saving you valuable preparation and writing time. Summarize the results of your background research in an organized manner.

DEVELOPMENT

Another term for fundraising that describes the overall actions of raising money for a nonprofit, usually through donations. Development includes raising money from foundations, corporations, government sources and individuals.

DEVELOPMENT PLANNING

The process of planning how an organization will raise the necessary financial resources to accomplish its work. Usually done on an annual basis, it is often part of the strategic planning process.

ORGANIZATIONAL PLANNING

The process of planning for the future of your organization. It is often done through a strategic planning process. Organizational planning may be done on an annual basis or for several years at a time.

Funding Resources

Private Sector Funding Resources

The **Foundation Center Directory** is published by the Foundation Center. It is available for use at Foundation Center Libraries and Cooperating Collections and comes in both print and electronic editions. If your organization can afford it, sign up for the "Foundation Directory On-Line." This Internet-based directory gives you access to thousands of funder records along with direct links to funders' websites. Go to http://www.foundationcenter.org or call 800-424-9836.

The **National Directory of Corporate Giving** is also published by the Foundation Center. This print directory provides data on more than 3,300 corporate foundations and direct-giving programs. It can be used at the Foundation Center Library and Cooperating Collections or ordered directly from the Foundation Center. Go to http://www.fdncenter.org/marketplace/catalog or call 800-424-9836.

GuideStar is an online database of nonprofit organizations. You can go to GuideStar's website and complete a profile about your organization that funders can use to access information about your organization. The website also provides general information on nonprofit management and fundraising. Go to http://www.guidestar.org.

The Council on Foundations Publications Catalog is published by the Council on Foundations, a nonprofit membership organization of grant-making foundations and corporations that publishes a variety of funding guides. You can read about them in the "Publications" section of the Council's website at http://www.cof.org/applications/publications/index.cfm or contact them by calling 888-239-5221.

Public Sector Funding Resources

The **Catalog of Federal Domestic Assistance** is compiled by the U.S. General Services Administration. This resource profiles all federal grant programs and provides contact information for each one. You can search it for free at http://www.gsa.gov/fdac.

The *Federal Register* is the official record for all federal programs. Regulations that all federal programs, and organizations that win federal grants, must adhere to are found here. Available free at http://www.access.gpo.gov/nara, it is also available in a print edition and on microfiche (these are not free) by calling 202-512-1800. You may also be able to view print copies at your local library.

FedWorld.gov is a gateway to government information. You can use the website's search feature to locate information on government grants and funding opportunities. Go to http://www.fedworld.gov.

The **Commerce Business Daily** is a resource for federal contracts that lists notices of proposed government procurement actions, contract awards, sales of government property and other procurement information. Each edition contains approximately 500–1,000 notices. You can search it free at http://www.cbdnet.access.gpo.gov. To receive a print edition, call 888-293-6498. You may also be able to view print copies at your local library.

IV. Itemizing Needs for Grant Preparation

Resources Needed for Proposal Writing

✓ **People and Organization:** Lead writer/coordinator and proposal development team
✓ **Money:** To hire outside expertise, as needed, and for other expenses
✓ **Facilities:** Space to assemble portions of proposal in process and to package
✓ **Equipment:** One or more high-speed computers with word processing and graphics software and Internet access, a copier with sorting capability or access to a commercial copy vendor (e.g., Kinko's or Office Depot), an ink-jet or laser printer and a three-hole paper punch
✓ **Materials:** Notebook binders and plastic tabs, file folders and labels, an adequate supply of paper (white, 8 1/2" x 11") and other materials for preparing drafts and organizing your materials during proposal preparation.

V. Organizing a Proposal Development Team

Even during the best of economic times, nonprofits may lack the financial resources for adding administrative and support staff. As a result, the individuals responsible for grant writing are often relied upon to plan and write the proposal in its entirety. However, the best approach to writing successful proposals is through teamwork.

PROPOSAL DEVELOPMENT TEAM

A group of individuals (comprised of staff members, consultants, partners and other stakeholders) that assembles for the purpose of planning and writing a successful grant proposal.

EXPENSES (ALSO CALLED COSTS)

The cost of a project. In a proposal, expenses are usually projected or estimated.

PROPOSAL COORDINATOR

An individual who is assigned internal responsibility for coordinating the planning, preparation and writing of a proposal.

The purpose of a grant writing team is to plan, write, review and submit a winning proposal to an appropriate funding source. The size and composition of the team will vary, depending on how many staff members an organization can allocate to work on the grant and the complexity of the application. Grants prepared for foundations and corporations may be relatively simple, requiring the work of two or three people. However, grant proposals prepared for federal agencies may be large and complex, requiring the efforts of four to eight people or even more. The team should consist of individuals who can provide the necessary input on every portion of the application, encompassing all technical and budgetary aspects no matter how small or large the agency or grant.

The individuals most likely to be included on the proposal writing team are as follows:

- ✓ A member of the board of directors, who gives approval for the organization to pursue grants and who may also provide technical input.
- ✓ The executive director or designee from management, who is responsible for the implementation and success of all organization programs, supports the project design and has the final authority on all matters pertaining to the grant proposal.
- ✓ The finance manager, who develops the budget, analyzes expenses and identifies necessary resources.
- ✓ The project manager or director, who is ultimately responsible for operating the project, should provide input on intended activities, outcomes and evaluation.
- ✓ Project staff members, who coordinate closely with the project manager, will work directly with the target population and can provide critical input on client needs, project ideas and examples of real-life stories that enrich and put a "face" on the proposal.
- ✓ Administrative staff members, who perform the necessary word processing, desktop publishing and graphics design tasks along with other administrative functions.
- ✓ Development staff or consultant proposal writer, who writes and/or coordinates the planning and writing of the grant proposal.

Persons external to your organization (other stakeholders) who also need to be involved are:

- ✓ Representative(s) of the target population, who provide(s) the perspective of those being served by the project.
- ✓ Key collaborative partners, who are important to the overall success of the project, will provide vital letters of support that will be submitted along with the grant application.

Proposal Coordinator/Lead Writer

One person should be designated as the proposal coordinator (Coordinator) and lead writer. It is the responsibility of this person to manage the entire proposal development process from beginning to end and to be completely familiar with all grant application requirements and instructions. If the organization has a person on staff who prepares most of the grant proposals, then this person would be a logical choice. However, because many CBOs do not have this luxury, the executive director or another senior staff member frequently serves as Coordinator.

The Coordinator should conduct an initial meeting with all players to officially begin the proposal writing process, remain available to the team to answer questions, keep things moving as the grant proposal is being written and circulate intermediate drafts for review and feedback. Few proposals are written and submitted after one draft; more complex proposals can take several internal reviews of drafts before the final grant application is ready to be submitted to the funding source.

The Coordinator should develop a proposal concept paper and a proposal development work plan.

CONCEPT PAPER (SOMETIMES CALLED A PROSPECTUS, PRELIMINARY PROPOSAL OR PRE-PROPOSAL)

A short, internal document that lays out key information about a grant.

The Concept Paper

The concept paper (sometimes called a prospectus, preliminary proposal or pre-proposal) is a short, internal document that lays out key information about a grant. It includes information such as the title of the grant, the name of the funding source, the amount of funding available and maximum grant budgets, the names and roles of the proposal team members, the proposal due date, and a brief summary of the project's "fit" with the organization's mission, proposed approach and target population.

Grant Proposal Initial Meeting Summary

I. General Information (include in concept paper)

✓ Grant Title:
✓ Name of Funding Agency:
✓ Range of Grant Awards:
✓ Average Dollar Award:
✓ Proposal Due Date:
✓ Page Limitation (if any):
✓ Special Features or Unusual Requirements (specify):

II. Proposal Development Team

	Name	*Role on Project Team*	*Phone Number*
1.			
2.			
3.			
4.			
5.			

III. Proposal Outline and Writing Assignments

IV. Proposal Writing Timetable

One of the first steps in the process of seeking funds should be the development of a concept paper. Generally two to four pages in length, the concept paper is a brief, succinct description of a project idea. The concept paper typically addresses the following basic questions:

- ✓ What is going to be done?
- ✓ Why is it important to do it?
- ✓ How will it be done and by whom?
- ✓ How much money is required and for what general purposes?

A concept paper helps a potential applicant organize and think through an idea; it serves as a basis for communicating with potential funding agencies and for refining and constructing a well-conceived final proposal. A concept paper can also be an excellent vehicle for obtaining feedback from colleagues. Obtaining substantive input from others regarding the project's feasibility, significance and timeliness can be extremely helpful in developing a competitive final proposal.

Writing or developing the concept paper is often the first act of transforming a creative or worthwhile idea into reality. The concept paper is one of the three key components to beginning a funded project design. The other two key components are developing the budget and finding the funding sources.

The concept paper is a useful tool; it can serve several purposes, including:

- ✓ Helping clarify and organize ideas in a written form and providing the basis for a funding search. From the concept paper, it is possible to develop any number of grant applications for the same idea.
- ✓ Serving as a template for simultaneous submissions (applying to several funding agencies at one time, which is not only acceptable, but is a practice that is encouraged and sought after by funding agencies and others).
- ✓ Serving as an abbreviated, one-to-two-page paper or prospectus of the project or program; other agencies will require a preliminary proposal or sometimes requested by funders.

Since the writing and review of a formal proposal can be a lengthy process, the concept paper/preliminary proposal can save time and effort for both the agency personnel and the individual grantwriter in the event an idea is not considered timely or fundable. In essence, the concept paper is a foundation or cornerstone of funded project development.

An investigator can use the concept paper — the essential idea of the project — to submit to any number of funding agencies and vary the format or content to fit the requirements of those agencies. Use clear and concise language.

Remember: This is an overview or outline for the overall project. It is flexible and can be varied. As long as it fulfills the funding agencies' criteria, the concept paper or parts of it can be used for any of many purposes.

The following list includes suggestions for format.

Project Title

Need: This section covers the importance, timeliness and innovation of the project. The relevance and applicability of the project to the sponsor's priorities should be clearly stated. Brief supporting statistical data also may be included in this section.

Goals and Objectives: The overall goal of the project should be stated succinctly and the objectives listed briefly and clearly, in a prioritized order.

Methodology, Operations or Procedures: This section should relate directly to the objectives and should focus on the most significant points. Give indications of having thought through the scope of the study and having anticipated most reasonable questions or objections. Describe how the project will be conducted.

OBJECTIVE

The projected and desired outcomes of a project. Included in grant proposals to show funder the shape your project will take.

Resources and Personnel Available: List the significant facilities and equipment available for the project, plus information on key personnel and their previous relevant experience.

Budget: One of the three most important parts of the process, the budget gives the costs of implementing a successful project. Consider project activities and specific costs for each (e.g., mailing of surveys, purchasing of supplies, printing, postage and other costs). Only major category totals need to be listed. Cost-sharing contributions, if any, and indirect costs should be itemized.

Key Words: List general definitions or descriptive words that fit the project. These key words, while not often required in a concept paper, can be useful when the investigator begins searching for funding agency matches. They also help the grant writer gain clearer definition about the subject in mind.

Proposal Development Work Plan

The proposal development work plan contains the outline of your proposed project (based on sections of the RFP), writing assignments and an internal timeline with deadlines. This plan can be referred to, as needed, throughout the proposal development process. It will give you an idea of the many activities involved in writing a proposal from beginning to end, and the approximate timeframe for each step. It is important that each team member adheres to deadlines in order to submit an on-time, high-quality product because proposals submitted after the specified due date in the grant application instructions will not be accepted.

Consider a "Things To Do" list such as the one on the next page to help you manage the grant-writing process.

SAMPLE
Proposal Development Work Plan

Application Contents	Date Due	Person/Org Responsible	Progress/ Notes	Date Complete
Cover Materials				
Application Checklist	6/10	Sandy Lewis		
ROSS Program Summary	5/30	Sandy Lewis		
TAB 1: Threshold Requirements				
Threshold Checklist	5/30	Sandy Lewis		
Proof of Applicant Nonprofit Status	4/19			
TAB 2: Capacity of Applicant & Experience				
Chart A: Program Staffing	5/14			
Draft narrative on staffing and service providers	4/26	Residents Together, Inc.		
Narrative on proposed staffing and coordination among service providers	5/8	Sandy Lewis		
Organization Chart	4/19	Human Resources & Sandy Lewis		

UNIT 2:

Writing the Grant Proposal

Purpose:

To establish an understanding of how to write a successful grant proposal. The logical structure of a typical proposal is described and elements are detailed.

Learning Objectives:

By the end of this unit, learners will be able to:

- ✓ Explain and implement useful tips on writing styles for grant proposals.
- ✓ Prepare a letter of inquiry or letter of intent to submit a proposal.
- ✓ Describe key elements or sections of a proposal for public and private funding.

I. Use Clear, Simple Language

Funders want to read a grant proposal that is written in clear, simple, understandable language. Assume that the person reviewing and evaluating your proposal knows nothing about the area of interest. This forces you to define terms and read drafts from an objective viewpoint. This approach will lead to a better proposal, and will ultimately convince the experts that you have full command of your subject.

Even when writing technical material that will be read by experts, try to make your narrative easy to read (i.e., translate the technical terms so that a "layperson" would understand them).

Technical Correctness — Answer All Questions

You will usually have only one chance to make sure you respond to all proposal application questions fully and completely. Sometimes, however, an organization, such as the U.S. Department of Housing and Urban Development (HUD), may have a period for correcting deficiencies in applications. (Read the NOFA or RFP carefully to determine what deficiencies can be corrected.) However, there is never an excuse for not completing applications to the best of your ability. Leave no empty space — use the N/A, not applicable, not available or NONE — in sections that you do not need to answer or for which you have no response. If information is required and you do not have it, supply an explanation for its absence.

II. Preparing a Letter of Inquiry

Many private, and some federal, funders ask that you submit a letter of inquiry (LOI). The LOI is an abridged version of a full proposal.

Submitting an LOI does not bind your organization to submitting an application. By requesting an LOI, the funding agency usually is trying to plan for the number of proposals it can expect to receive in order to plan for needed staff time and the number of reviewers.

Helpful Tips on Style

- ✓ **"Buzz words"** are the latest popular, quasi-technical terms to catch people's interest, and they are constantly changing. Therefore, to be a good proposal writer, you have to keep abreast of the changes in your field. Dropping "buzz words" into proposals can help, if they are used appropriately. Again, however, laypersons may not understand these and you need to explain your own definition of the terms.
- ✓ **Maintain a *winning attitude*** because it will come through in your writing. Faith in the project you are proposing is paramount. *Know* that you will be successful and many times you will be. Competition is keen, especially at the national level. It is important that you continue to re-read and revise so that you know that your *winning attitude* shows.
- ✓ **The Theory of Congruence,** from psychology and communications disciplines, states that it is important that all elements work together and with the same objectives. In interpersonal communications, your body language, words, thoughts and behavior should match. The slightest change may alert your listener to the fact that something is missing or may be hidden. Be thoughtful in all your communications — oral and written — and remember to be consistent.
- ✓ **Style and Substance** are of paramount importance. Proposals are reviewed, graded and evaluated both on style and substance. It is preferable to write a grant proposal in an objective third-person voice. Try not to personalize it with "I," "we" and "you," and this, in turn, will make it easier to edit and more businesslike. Social services organizations have to adopt the more sophisticated and straightforward methods of business communications: make it short and sweet — but say all you need to say.
- ✓ **Smooth out the differences in language from your contributors.** If more than one person contributes to the writing, different styles are obvious to the reader. A good proposal writer edits for style as well as for substance. Therefore, try to smooth out the differences in the writing styles of all contributing writers (e.g., changing words or phrasing to make it consistent) so that it *sounds* or reads as though one person wrote the proposal.
- ✓ **Feeling at a disadvantage?** Find a person with excellent writing and editing skills to review the proposal sections as they are drafted. Don't wait until the proposal is completed, because you may not have time to revise it. Remember, you do not have to take the outside editor's word for everything. Use your own judgment. With the newer versions of Windows and Microsoft word-processing programs, smart computers offer solutions for spelling, style and grammar problems. Use them, especially if you are unsure of your editing capabilities. Other handy tools are a dictionary and thesaurus.

Information to Include in an LOI

- ✓ Funder's name and address and contact person's name and title.
- ✓ Requesting organization's name, title, address, telephone number, fax number and e-mail address.
- ✓ Organization overview and mission.
- ✓ Reason for requesting funds.
- ✓ Dollar amount requested.
- ✓ Description of project need, including benefits to target population.
- ✓ Project description, including key goals and objectives.
- ✓ Listing of other potential funders.
- ✓ Conclusions and next steps.

Source: Adapted from the Center for Non-Profit Management, http://www.cnmsocal.org

III. Logical Structure and Elements of a Proposal

In general, funders need the same basic information for all types of grants. In that respect, most proposals differ only in what order they ask you to present information; how much information they require and/or how in depth they expect you to explain the elements of the proposal. Proposals can be letter-style, such as the LOI or they can be large, complex documents, particularly when written to conform to government requirements. However, all funders need to know who you are, what you have accomplished, who you benefit, what you are proposing, how much money you request, and what specifically you will do with the funds.

Once you have mastered the basic elements, all types of proposals will be easier for you to conceptualize, develop and write. If you complete a comprehensive proposal or application, many of the elements can be recycled into other proposals. Appendices, for example, usually remain the same (e.g., Articles of Incorporation, Evidence of Nonprofit Status, Board Roster, Audited Financial Statements). Therefore, file these documents in a convenient place for easy retrieval for other grant proposals.

Because funders need similar information, there are key elements of all proposals. For instance, in the 1990s, goals and objectives emerged as one of the more critical elements of a proposal because many government agencies began moving toward performance-based contracts with nonprofits. A well-thought-out plan includes attainable and measurable goals and may become the basis for payment of funds to you. Also, goals and objectives form the basis for the evaluation plan in your proposal.

EVALUATION

The process of assessing the success of your project by comparing your objectives to what actually occurred during the course of the project.

In the following grant proposal element descriptions, the Description of Project is more detailed than those required in most RFPs. For your own benefit, you should be able to respond to each of the subsections under this element. It will ensure that you understand your project request and can convey it to others as you seek their support.

More and more in government RFPs or NOFAs, the instructions or guidelines include the factors for evaluation as a separate section. When these are quantified, it makes the writer's job easier because you know exactly what is expected and how much weight the funder places on each element of the proposal. Sometimes the criteria for evaluation reveal other information that was not requested directly in the format and instructions for the proposal. In this instance, you must review the proposal upon completion and try to grade yourself based on the factors outlined for determining the award.

The criteria for evaluation of proposals section of an RFP is a handy tool to have and is an invaluable guide to what a funder requires and how you are to respond.

Because most proposals, whether to a private or public sources, contain the same basic components and follow the same basic structure, this structure is also recommended for submission to funders that don't provide proposal guidelines. The major components of a proposal are outlined below.

Elements of a Proposal

The following descriptions of the key elements of a proposal are intended to familiarize you with the information funders will request. By knowing what each section should contain, you will be better prepared to respond effectively. Differences in content and presentation of information are guided by the instructions in the specific RFP or foundation guidelines.

A. Cover Letter

The cover letter is probably one of the last elements of the proposal to be completed and one of the most important to a reviewer. The cover letter introduces your organization and the proposed project to the funder. It also can serve as a letter of transmittal or official record of submission of your proposal to the funder. The letter will set the tone of the appeal for funding and usually summarizes the basic information of a document. In the majority of cases, the cover letter will be sent under the signature of your organization's executive director or a board chairperson, unless otherwise specified. On some occasions, if a board or staff member has a personal contact at a foundation or corporation, the letter may come under his or her signature.

Some funders specify the content for the cover letter. You will want to:

- ✓ Be concise and consistent with the rest of the proposal.
- ✓ Introduce the organization to the funder.
- ✓ Be focused and direct in your desire to provide quality, essential services (urgency).
- ✓ State support of the program from your board of directors and target audience.
- ✓ Include a description of your program's title, goal, target population, funding amount, time frame and contact information.
- ✓ Address it to a specific person at the funding agency.

The cover letter is generally three brief paragraphs that contain the following information:

- ✓ Paragraph 1:

  – An indication that a proposal is included.
  – The title of the project for which funding is requested.
  – The amount of funding requested.

- ✓ Paragraph 2:

  – A brief summary of your proposal — relating it to current events or the foundation's mission, if possible.

Example: Our proposal addresses the rising rate of HIV infection among local teens. According to a recent *Times* article in which it was stated that 23 percent of our city's teens become infected each year...

- ✓ Some recent, related good news about your organization.

Example: We just received the Red Cross AIDS Prevention Award!

Paragraph 3

- ✓ Information for contacting the letter writer for further information or if there are any questions. Include a phone number, extension number and e-mail address.
- ✓ A thank-you note for the funder's past support (if any) and/or expression of appreciation for funder's attention to your proposal.

EXECUTIVE SUMMARY (SOMETIMES CALLED PROJECT SUMMARY OR ABSTRACT)

A short document at the very beginning of a grant proposal that gives the funder a snapshot of the overall proposal.

B. Cover Page/Form

Federal proposals may require the submission of Standard Form 424 (SF-424) Application For Federal Assistance, the standard cover sheet for federal applications. (Go to http://www.sbaonline.sba.gov/sbaforms/sf424.pdf for instructions for completing SF-424.)

Other funders — government and foundation — have begun to create their own proposal cover sheets to capture the needed basic information in the order they desire it.

C. Executive Summary/Abstract

Although this is generally the first section of a proposal, it is often best to wait and write this section last. The Executive Summary (sometimes called Project Summary or Abstract) gives the funder a snapshot of your overall proposal. It typically contains the following information:

✓ Problem or need your organization will address through this proposal.

Example: Homebound clients with AIDS, living in the city's Fair Oaks neighborhood, are not receiving adequate nutrition.

✓ The method or solution your organization has outlined for solving the problem/meeting the need. It includes the basics of who, when, how and where.

Example: Fair Oaks Community Health Project will deliver nutritious meals twice a week in the Fair Oaks neighborhood to 45 clients with AIDS. We will use the volunteer services of the Fair Oaks Junior League for delivery. The project will be coordinated by our health care director.

✓ Funding requirements for the overall project may include the project and organizational budgets, should include requested funding amount and might also include other funders for the project.

Example: We are requesting a $50,000 grant from the Urban Foundation to purchase a delivery van for the project as well as insulated delivery bags. The overall budget for this 12-month project is $75,000. We have already received a grant of $15,000 from the City AIDS Project. Fair Oaks Community Health Project's annual budget is $2.4 million.

✓ The organizational background and capacity is brief background information on your organization, particularly your experience with the problem or need outlined in your proposal.

Example: Fair Oaks Community Health Project was founded in 1987 by a concerned group of medical professionals to address the needs of people living with HIV/AIDS in the Fair Oaks Neighborhood of Made-Up Town, Michigan. Fair Oaks provides a range of direct services, including home health care, case management, and family and companion support. Fair Oaks Community Health Project was awarded the "Community Health Care Award of Excellence" in 1999.

Note: In some proposal formats required by funders, the Executive Summary also includes basic contact information such as contact person, address, phone number and e-mail, even though this information is generally included in the cover letter.

D. Statement of Need

This section of the proposal gives more detailed information on the problem or need your proposal addresses and your proposed solutions. You need to convince the prospective funder that this problem needs fixing and that your organization is the best one for the job. Describe why and how the problem is occurring in the target population using epidemiological and demographic data, behavioral science and other relevant data (polls of community concerns, surveys, evaluations, interviews or case histories conducted by case managers or other service providers).

There are many ways you can demonstrate the need for your project. Three of the best ways to do this are by using expert opinions, statistics and anecdotes.

Expert Opinions: Use quotes from leaders in the field, confirming that the problem exists. If best methods to solve problems include your proposed approach or project, these should also be cited.

Statistics: Numbers and data help demonstrate the need for a project. You need to make sure that the data you use are current, relevant and accurate.

✓ Data may come from a variety of sources, e.g., local community planning groups (CPGs), local/state health department, national statistics, other local CBOs, the Internet and agencies around the country that serve similar target populations. See Unit 3 for more sources of data.

Important information to include:

✓ Presence of sexually transmitted diseases (STDs), unplanned pregnancy rates, incidence of substance abuse.
✓ Co-factors — barriers to access, behavioral/psychological/socioeconomic situations that indirectly put the target population at higher risk for contracting HIV.

- ✓ HIV-prevention CPG or RW (Ryan White) planning councils' "Priority Setting Information" (which compares the risk factors for different communities and then sets "priorities" for funding, research and other activities).
- ✓ Environmental (the world around your target audience) and political (the issues/opinions around the problem) assessments.
- ✓ Results from a community resource inventory (a list of resources at other organizations available to the target population) you conducted to identify existing gaps in service and to ensure you are not overlapping/duplicating existing services.

Try to make the Statement of Need as specific to your project as possible.

> **Example:** The Fair Oaks neighborhood of Made-up Town has the highest number of individuals living with HIV/AIDS in the entire Midwestern United States.
>
> …is much more persuasive than
>
> **Example:** Worldwide, 20 million people have died of AIDS complications and 40 million are HIV infected.
>
> …because it is specific to the problem you are addressing.

Anecdotes: Real-life stories about people affected by your organization's work can also be very effective. You may change names entirely or omit last names to preserve privacy (you should indicate this with a brief note in your proposal). Real-life stories can be recorded by your staff or might take the form of letters or testimonials from clients. These anecdotes should be brief, believable and persuasive.

> **Example:** When Rose Jones, our community caseworker, visited LeJuan Payne at home last week, she was shocked to find that he was suffering from several vitamin deficiencies. LeJuan had been receiving excellent home care from the Fair Oaks Community Health Project, but the fast food and canned goods his nephew and sister were bringing him simply lacked the nutrients LeJuan needed.
>
> **Example:** I came to Fair Oaks Community Health Project in 1999. My viral load was incredibly high and I thought I'd die by the end of the year. I couldn't afford the medication I needed. At Fair Oaks, I met Dr. Rodney Pardoe. He helped me figure out my meds and my case manager, Valerie, hooked me up with Medicaid. Two years later I'm alive and well and my future looks bright.
>
> — From a letter from Fair Oaks client, Clyde W.

Another important part of this section is demonstrating why your organization is best suited to meet this need. Don't criticize other organizations in the community; rather explain why yours will fill a need that no one else is addressing.

E. Goals and Objectives

In order to describe your project, you must first start out with the goals — what you want to accomplish — and your objectives — what you must do to achieve your goal. Most goals have two or more objectives attached to them. From objectives flow tasks and a timetable, a later section of the proposal that breaks down objectives into more finite "tasks" or "action steps."

PERFORMANCE STANDARD

The number or percent of clients who are expected to achieve the result. Also called target, they should be set based on professional judgment, past data, research or professional standards.

Both goals and objectives must be measurable and quantifiable. Numbers are very important, particularly in objectives. They often form the basis for evaluating your performance. For the new performance-based contract funding trend, your payments may be keyed to meeting the objectives you establish in your proposal.

Writing clear, precise goals and objectives is a logical process. Program goals are broad statements of desired overall outcomes — not specific as to when or how. Knowing what you want to do, you break down the mission with certain specific goals (i.e., to reduce by 40 percent the number of participating children receiving failing grades in math).

Objectives are more performance oriented as well as circumscribed by time — over what period will this be performed (i.e., provide tutoring services after school for 50 youths, ages 7 to 12, two days per week over a 12-month period)? An objective is a specific statement describing a particular, expected program outcome. It is measurable, attainable, relevant and bound by a timetable.

Examples of different types of objectives are found below.

Type of Objective	Description	Example
Outcome	A specific time frame within which a behavior will occur at an expected proficiency level.	1. Fifty percent of all patients will reduce their viral load by 45 percent over a three-year period. 2. In six months, 40 of the 50 teenagers in our HIV/AIDS prevention class will be able to pass a written exam on HIV/AIDS transmission.
Process and Product	How you will do it. The manner in which it operates.	1. Eight sessions will be conducted with 20 HIV-positive persons every six months.
	A tangible item that results from the project.	2. A manual on African immigrants with HIV/AIDS will be created and will then be shared with other organizations.

Practice writing goals and objectives. This is one of the more important elements of your grant. If possessing only this section, tasks and timetable, and the budget, the prospective funder could realistically make a decision about funding your proposal.

F. Description of Project

The description of project is the longest section of the proposal. It should thoroughly reference all the issues in the needs assessment and indicate how the proposed program will address these issues.

Relate the program to your mission statement and include such information as content to be delivered, health education, risk reduction technique/format, underlying theory/model, who will conduct the intervention, duration and frequency, times and locations, anticipated number of clients, linkage/referral system, client recruitment plan, implementation work plan and timeline/flow chart. Include the role of partners and other collaborators.

Projects should be standardized, culturally competent, identity sensitive, educationally and developmentally appropriate, and linguistically specific.

Most programs or projects are responding to a need (justified by your needs statement above). Funders seek to help people by providing services that address their identified and documented needs. Resist the temptation to throw organizational needs into the goals, objectives and description, unless these needs tie directly into providing services. Administrative costs are kept unusually low. Most of your budget and, therefore, your project, should be geared toward the charitable or educational purpose.

Try to come up with a different approach — a new way of doing things. Experimentation and/or replication of what works (best practices) are welcomed by funders. The following sub-elements allow you to detail what your project is really about. You may not need all of the elements below, but it is best to be prepared.

✓ **Target Population:** Describe the audience that will receive services outlined in the program plan. Describe who you plan to serve in terms of demographics (numbers to be served, age, sex, income, education level, location, etc.), how they fit into the program you propose and any barriers they experience that prevent them from getting the service or program you are proposing.

  Describe the big picture of what is urgent for your community (what puts members of your target population at risk for HIV). Include demographic information such as age, race/ethnicity, gender, sexual orientation, education level, economic status, behavioral risks, co-factors, reported HIV/AIDS surveillance data, relevant behavioral research and epidemiology.

✓ **Approach/Benefits:** Give an overall view of how you will solve the problem addressed in the "needs" section and how what you will do will benefit your target population.

✓ **Methods or Activities:** In this section, summarize key points of your plan of operation. How will you actually operate the program? Address recruitment, marketing, service delivery, follow-up, location and facilities, hours of operation and staffing plan.

✓ **Tasks and Timetable:** Break down your objectives into tasks (action steps), listing responsible persons and giving a timeline for completion of each task. (This is usually done in the form of a chart.)

✓ **Management and Organization:** Describe your executive management team — especially your chief executive officer (CEO), whose title could be director, executive director or president, and your chief financial officer (CFO), whose title could be accountant, finance director or comptroller. If a project director is identified, use his or her credentials in the area of program management. If your board chairperson has agency management (governance) experience, use his or her background. Any special consultants or technical advisors needed for the project should also be described and justified in this section. An organizational chart is needed to show the structure of your project and how it fits into the existing organization.

STAFFING PLAN

A section of a proposal or a separate document that outlines who will undertake the essential work of the project as well as staff members' qualifications, an outline of job duties and other relevant information.

✓ **Staffing and Organization Plan:** The needed components of the plan are outlined below:

- Detail the plan for managing/staffing the project, including staff members (paid and through other sources), volunteers and consultants.
- Describe how the structure will support the proposed program and enable meaningful input/representation from the target population.
- Convey that the project is feasible, given the proposed staffing plan, and that the needed resources are on hand or easily accessible.
- Indicate title, name (if filled), percent of full-time employees, salary, responsibilities, qualifications (certificates/ accomplishments), training needs and reporting relationships.
- Describe the racial/ethnic composition of the board, staff, collaborative organizations, and if they are members of the target population.
- Explain why your organization is the best qualified organization for providing services to the target population and the only entity capable of achieving the goals of the project.
- Describe, briefly, each position (paid and volunteer) needed to accomplish your goals and objectives. Refer to tasking plan/timetable shown below for project responsibilities. Refer to job descriptions in an Appendix, if required. From the staffing listed in this section, the budget personnel lines will reflect salaries, benefits and other compensation.

More information on developing your staffing plan is included in Unit 4.

Sample Tasking Plan/Timetable

Task	Timetable	Key Staff/Partners
1. Recruit program participants.	August/September	Wisconsin Health Council key staff YMCA youth liaison Middlebury Hospital Public Health Council
2. Determine transportation needs.	September/October	Wisconsin Health Council key staff YMCA youth liaison
3. Arrange transportation.	October	Wisconsin Health Council key staff
4. Form task force to plan and implement events.	September	Wisconsin Health Council key staff YMCA youth liaison Middlebury Hospital Public Health Council
5. Hold and evaluate events.	October, March and May	Wisconsin Health Council key staff YMCA youth liaison
6. Conduct final evaluation.	June	Wisconsin Health Council key staff

G. Organizational Experience and Capability

This section is critical to explaining who you are and for emphasizing why your organization is the best candidate for a grant. Your organization's mission, services provided, legal organization, history, accomplishments and achievements appear in the Organizational Experience and Capability section, often referred to as the Background or Introduction. This is where you have a chance to explain your charitable purpose and to "brag." If you have received funding for your agency, summarize the funded programs and amount received.

Of particular interest to funders are your past experiences related to the proposed project and your agency's ability to manage programs and handle funds. These two areas help measure your potential for programmatic and fiscal accountability. Funders want to be assured that their funds, if awarded, will be spent wisely and for the stated project purposes. Oversight and governance are also important because funders also want to know about your organizational structure and that you have a strong board and competent staff.

It is here that references are made to many of the documents in an appendix such as organizational legal documents — articles of incorporation and bylaws, IRS tax-exempt letter, board rosters (with members' affiliations) and organizational chart.

H. Collaboration and Partnerships

Collaboration involves the joint delivery of project services, with a limited number of partners, and involves sharing financial resources (usually through subcontracts or other agreements).

Partnership involves the coordination of project services through information sharing, client referrals and joint training/planning, without sharing financial resources. Many partnerships involve a combination of both collaboration and coordination.

The federal government traditionally leads the trend in policies and procedures for funded programs. One of the ways the government wants to make better use of government funds is by requiring collaborations and partnerships among groups working on the same problem or with the same target population. Because private funders also want to get the most for their money, they, too, will inquire as to whom your partners are in this effort.

MEMORANDA OF AGREEMENT (MOA) OR MEMORANDA OF UNDERSTANDING (MOU)

Signed letters of commitment or intent stating that all parties understand their roles in a partnership or collaborative effort.

Usually, the CEO or chairperson works to build partnerships among groups with which he or she wants to collaborate. The nature of these collaboratives or partnerships varies by project. It is important that all parties understand their roles and make commitments to participate in writing through signed letters of commitment or intent, Memoranda of Agreement (MOA) or Memoranda of Understanding (MOU), contracts or other means.

In this section you will describe how the project fits into the spectrum of HIV services in your community and complements or increases the effectiveness of existing services. Take the opportunity to:

- ✓ Reinforce your project's place in the continuum of services offered locally and make sure that it does not duplicate others' efforts.
- ✓ Discuss your relationship with your local and state health departments, especially their HIV/AIDS offices, other HIV primary care/prevention services, other AIDS-funded agencies and any other relevant organizations.

The banner for national health programs is "One hundred percent access. Zero percent disparities." Under collaborations and partnerships you must explain how the relationship with all collaborating agencies will be structured, including for each agency: background, scope of collaboration, time frame, staff members and volunteers, budget and management.

I. Budget

Some potential funders want to know your entire agency budget, while others deal exclusively with the program for which funds are being requested. Some funders will make you work out a giant cross — a number puzzle to show a shortfall equal to what you are asking for — and these are the most difficult.

The budget narrative shows the financial plan for operating your project. It is always required so that your calculations and totals can be reviewed for reasonableness and accuracy. Budgets will be addressed in more detail in Unit 4.

J. Evaluation Plan

Like the project objectives, the evaluation plan should be a working document that is more than just fancy words written to impress a funder. It should be a guideline for gauging the success of your project. The evaluation plan of a proposal demonstrates how you will determine if your project met its stated objectives. It also describes the manner in which evaluation information will be collected and how the data will be analyzed. Finally, this section presents your plan for how the evaluation and its results will be reported and the audience to which it will be directed.

Evaluation is the systematic review and assessment of the benefits, quality and value of a program that demonstrates the extent to which the program's objectives have been achieved. Evaluation is an integral part of program design and implementation and assures the funder of your desire for effective programs. Under the Government Performance Results Act (GPRA), all federal programs are to document progress toward specific measurable objectives.

Funders are impressed by your ability to complete this section in a way they understand. Briefly, there are several kinds of evaluations:

- ✓ Outcome evaluation measures the effects of a program against the goals it set out to accomplish.
- ✓ Process evaluation monitors programs by focusing on activities performed and the number of participants served.
- ✓ Comprehensive evaluation is a combination of process and outcome evaluations. It assesses program operations/activities and program outcomes.

An evaluation demonstrates both program efficiency and effectiveness. From your stated objectives, think about how you would measure your progress — effective evaluation requires multiple measures for each objective. You will ideally select measures and data sources for each of your objectives.

K. Future Outlook/Sustainability/Conclusions

In private funding requests, particularly, and more often even in government requests, you may be asked: How will you continue this program once this funding is over? You must be ready to reply to this important question. In this section you will indicate what you will be doing throughout the project period to identify and secure additional resources. To do this, you need to cite credible potential resources and state why they are appropriate to your agency and for this project. You can also indicate that the project will be integrated into existing agency operations or programs. When you use this approach, be careful not to show that the program is not needed because you already have the resources to do it. Provide a rationale for all statements and/or projections made in this section.

If not asked in a previous section, you need to summarize and draw conclusions about the benefits of your proposed project or program to the target population and the larger community. You need to re-state the need for the project and how its implementation will make conditions/people/communities better.

L. Appendix/Attachments

Contents of the appendix for each grant proposal or application will vary according to the funder. However, most funders require you to submit many of the following items:

- ✓ Board roster organizational chart.
- ✓ Proof of nonprofit status.
- ✓ Proof of minority agency status (if applicable).
- ✓ Agency budget.
- ✓ Existing funding sources.
- ✓ Audited financial statements.
- ✓ Federal 990 and/or state tax returns.
- ✓ Latest annual report, agency or program materials.
- ✓ Organization's strategic plan.
- ✓ Fiscal, personnel and selected program policies and procedures.
- ✓ MOU/MOA, letters of support/intent.
- ✓ List of references.
- ✓ Subcontracts, job descriptions and resumes.

Below is a list with more detail about the type of attachments or appendices likely to be required:

- ✓ **Organizational/Legal Documents:** At minimum, your articles of incorporation, IRS tax exempt letter and sometimes organizational bylaws.

- ✓ **Brochures/Promotional Materials/Articles:** Any prepared or printed materials that help make your case, particularly those that praise your group and/or your work.

- ✓ **Roster of Board of Directors and Affiliations:** List of your current board members with their professional affiliations and a document denoting officers.

- ✓ **Audited Financial Statements:** All funders hope you have audited financial statements; however, many small or new organizations do not. Instead, show financial statements at least for the past fiscal year.

- ✓ **Key Staff Members' Resumes:** Include resumes of key staff members, if you are requesting funds for their particular positions. Include others (i.e., the executive director and/or chief financial officer) only if needed to strengthen proposal.

- ✓ **Job Descriptions:** Use a format that can be replicated. If you have an established agency, you will probably already have job descriptions in a set format. Sometimes the format is much too complex for funders and you may have to edit them down to the basic information — reporting requirements, summary of position, duties or responsibilities, position qualifications and salary range.

- ✓ **Letters of Support and Commitment:** The old days of having everyone you know give you a letter of support are long gone. Funders now expect letters of commitment, describing how the individual or group will support this project and the value of that support in terms of dollars. Funders also want to know if and how you have worked with this group before and want background on the agency/individual that wrote the letter.

✓ **Testimonials:** Nothing moves a funder more than learning of your successes from people you have helped or touched. Handwritten letters are usually more powerful and "from the heart."

✓ **Other Supporting Documents:** A funder may request other specific documents, which are to be identified and added to the appendix.

M. Government Standard Forms: Assurances and Certifications

Federal, state and local governments usually have required standard forms that must be included in the grant application. (We already discussed the SF-424 in the section on Cover Sheets/Forms.) Location of these forms varies. Assurances and certifications ensure compliance with government regulations such as healthy work environment, conflict of interest issues, discrimination and other safeguards and policies. These forms should be on hand at your agency and prepared in time for your ED or board chair to sign and approve. They can be prepared and signed ahead of the completion of the proposal and filed for packaging.

Sample Common Grant Application Form

On the following pages is a sample grant proposal RFP format from an entity representing a number of private foundation funders.

Common Grant Application

____

(Name of Foundation — Submitted To:)

1) Date of Proposal: ______________________________
2) Name of Organization: ______________________________
3) Address: ______________________________
   City: ______________ State: ______________ Zip: ______________
4) Phone Number: ______________ Fax: ______________
5) Contact Person: ______________________________
   (First Name) (M.I.) (Last Name)
   Title/Position: ______________________________
6) Tax ID/Registration #: ______________________________
   (Attach copy of IRS 501(c)(3) letter)

7) Organization Background: ____________________

____

____

____

____

8) Amount Requested: $____________________

9) Brief Description of Request (2–7 words). What exactly are you requesting funding for? ____________________

____

10) Program Area (from Foundation Guidelines; i.e., Human Services, Health, Education, etc.): ____________________

____

11) Project/Request Description: ____________________

____

____

____

____

12) Geographic Area(s) Served:

____

13) Client Population Served (specifics please — children, elderly, homeless, disabled, etc.): ____________________

____

14) Number of Individuals Served: ____________________

15) Organization’s Annual Budget: $ ____________________

16) Total Project Budget (if applicable): $ ____________________

Provide breakdown of cost, per person, performance, etc. (if applicable): $ ____________________

Funds Still Needed for Project: $ ____________________

17) Three Major Funders of Your Organization:

1. ____________________

2. ____________________

3. ____________________

18) Other Funders for this Project (if applicable):

1. ____________________

2. ____________________

3. ____________________

UNIT 3:

Developing Prevention Programs

Purpose:

To review developing HIV/AIDS prevention programs for grant proposals as an important part of obtaining grants. To learn how to use suggested statistical resources through the *Centers for Disease Control and Prevention HIV Compendium of HIV Prevention Interventions with Evidence of Effectiveness* for accurate and timely data and references.

Learning Objectives:

By the end of this unit, learners will be able to:

- ✓ Determine trends in priority populations for targeting HIV prevention services.
- ✓ Identify, select and adapt science-based program interventions, including the use of the *CDC Compendium of HIV Prevention Intervention* for grant writing.

I. Trends in Target Groups/Priority Populations

Keeping abreast of the HIV/AIDS epidemic is a challenging task because the perception of the epidemic and its priority populations have changed often. The CDC has a variety of current statistics on its website that are taken from the CDC semi-annual *HIV/AIDS Surveillance Report*, which many use to keep abreast of trends in HIV/AIDS target groups at the national and state levels. (You can obtain the entire report or look at particular areas of it on the CDC website at http://www.cdc.gov/hiv/stats.htm.) For example, national data on one HIV/AIDS target group — persons living with AIDS — can be obtained from data that is reported on that website. Sample information below represents cases through December 2001.

Descriptions	Number of Reported Cases
Total number of AIDS cases reported to CDC	816,149
Number of adult and adolescent cases	807,075
– Number of male cases	666,026
– Number of female cases	141,048
Total number of AIDS deaths reported to CDC	467,910

Statistical reports afford researchers and planners the opportunity to address such issues as:

- ✓ Which populations and subpopulations in my area have been hardest hit by the HIV/AIDS epidemic in the last three to five years?
- ✓ Which populations in my area are viewed as being the most vulnerable to the epidemic in the next three to five years?
- ✓ What service gaps and what unmet needs exist in my area that could be addressed through proposed projects?
- ✓ What prevention practices or service interventions (including treatments) advocated by current researchers may be useful to my target group?
- ✓ What types of service program interventions and approaches have been or could be tried with target groups such as the ones we serve?

II. Resources for Collecting Relevant Demographic Statistics

There are many sources for collecting the demographic statistics you need to make your proposal strong and to convey the need for funds. Some of the key sources are listed below.

Federal Agency Websites that Provide Useful Statistics and Information

Agency for Healthcare Research and Quality: This website features "HIVnet," a tool that provides information on in- and out-patient utilization by people with HIV/AIDS as well as other useful data and statistics (http://www.ahrq.gov/data/hcsusix.htm).

The CDC: There is a variety of current statistics on this website from the CDC semiannual *HIV/AIDS Surveillance Report.* You can obtain the entire report or look at particular areas (http://www.cdc.gov/hiv/stats.htm).

Under this website's "General Information" section there are downloadable brochures and fact sheets on a number of HIV/AIDS topics, including prevention, transmission and care. There are also a detailed "Frequently Asked Questions about HIV/AIDS" section and a page of links to other online HIV/AIDS information resources on CDC-sponsored websites.

The CDC *Morbidity and Mortality Weekly Report*, which consists of weekly reports from state health officials to the CDC, often serves as a first source of new observations and findings concerning HIV/AIDS (http://www.cdc.gov/mmwr).

U.S. Census Bureau: The "HIV/AIDS Surveillance" section of this website provides information on international HIV/AIDS statistics, particularly in developing countries (http://www.census.gov/ipc/www/hivaidsn.html).

This website can also be a good source of general demographic information about a particular state or metropolitan area (http://www.census.gov).

National Institute of Allergy and Infectious Disease: This division of the National Institutes of Health (NIH) provides a variety of information on HIV/AIDS research and vaccines. There is also a current "Fact Sheet" with general HIV/AIDS statistics (http://www.niaid.nih.gov).

National Library of Medicine: This website provides links to information on clinical trials involving HIV/AIDS as well as to experts and lists of journal articles, books and audiovisual materials (http://www.sis.nlm.nih.gov/HIV/HIVMain.html).

The Surgeon General's Office on HIV/AIDS Policy: General statistics are provided in the "Federal Response to the Epidemic Section" of its website (http://www.surgeongeneral.gov/aids).

Nonprofit Organization Websites that Provide Useful Statistics and Information

AIDS Action: Provides various fact sheets with statistical data in its website's "Legislation and Policy" section (http://www.aidsaction.org).

The Association of State and Territorial Health Officials (ASTHO): ASHTO is the national nonprofit organization that represents the state and territorial public health agencies of the United States, the U.S. territories and the District of Columbia. This website provides links to American public health agencies by state (http://www.astho.org).

Avert.org: Stats on this website can be checked by country, regions within countries or worldwide. The information is based on age, sex and ethnicity (http://www.avert.org/statindx.htm).

***The Journal of the American Medical Association*:** The website for this magazine provides a variety of useful resources. Search for HIV/AIDS-relevant information (http://www.ama-assn.org).

Kaiser Family Foundation: This website contains some of the most up-to-date fact sheets and statistics (http://www.kff.org/sections.cgi?section=hivaids).

The site also features up-to-the-minute HIV/AIDS news in its "Daily Report" (http://www.kaisernetwork.org/daily_reports/rep_hiv.cfm). There is also a great "State Health Facts Online" section that allows you to compare specific health data between states as well as isolate data for your state (http://www.statehealthfacts.kff.org).

UNAIDS/WHO: This combined information from the United Nations and World Health Organization features "Epidemiological Fact Sheets" that contain the most recent country-specific data on HIV/AIDS. The fact sheets are compilations of available serological and behavioral data in a country (http://www.who.int/emc-hiv/fact_sheets/index.html).

Other helpful information can be found on the UNAIDS website — particularly international statistics and data (http://www.unaids.org).

World Bank HIV/AIDS Website: Has a variety of statistics and information, mostly from an international point of view. The "Related Sites" link provides even more statistics and data (www.worldbank.org/aids).

Other Sources of Statistics and Information

In addition to state and national data and statistics, you will want to include data specific to your particular city or town, as well as your organization. Possible sources include:

City or town government: Your city or town's government may have statistics on a variety of demographic factors useful to preparing your proposal.

Local health departments: These agencies keep track of many statistics, including those related to HIV/AIDS.

Local nonprofits: Other organizations may have data that is useful to your proposal. You may be able to trade or share resources.

Your own organization: Perhaps the most valuable source of statistical information for your proposal is your own organization. Documentation of demographic information of your clients as well as your programs, should be collected whenever possible and used to show needs met and services provided by your organization. Data you will find helpful includes:

- ✓ **Information on participants:** Age, gender, race, economic level, country of origin (if dealing with a large immigrant population), improvements in health, financial state and other information over time.
- ✓ **Information on programs:** Numbers served — daily/weekly/monthly/yearly, hours of service provided; services provided — number of visits, number of phone calls made, number of meals served; clients' satisfaction rate with programs — via surveys and questionnaires, number of volunteers and number of volunteer hours provided.

III. Identifying and Selecting Science-Based Interventions

Practitioners are faced with local realities that affect the people they serve and how they serve them. The face of HIV/AIDS becomes more meaningful when we are engaged in prevention or other interventions with real people affected by the pandemic in our states, counties, cities and communities.

Although there are numerous types of intervention programs HIV/AIDS service professionals might consider when developing suitable projects for potential funding, science-based prevention and intervention is becoming a dominant theme in health promotion and disease prevention methodology. There is substantial research, literature and information on

Evidence for Science-Based Prevention

Level 1: Recognized through awards, anecdotal information, newspaper articles, unpublished evaluations and other sources.

Level 2: Documented in a professional journal that is not peer-reviewed/refereed.

Level 3: Single peer-reviewed/refereed journal.

Level 4: Expert consensus or meta-analysis report.

Level 5: Multiple replication trials in peer review/refereed journal.

Source: Center for Substance Abuse Prevention.

what works and what does not work in serving target groups affected by the HIV/AIDS epidemic. When seeking public sector grants, particularly federal grants, it is important to consider proposed projects that could bridge the gap between research findings and HIV/AIDS prevention practices. Bridging the gap between science and practice and replicating proven programs are funding priorities common to many federal agencies with health-related missions.

For service professionals who may be interested in pursuing science-based intervention, but may be unclear whether or not it is science-based, the Center for Substance Abuse Prevention within the U.S. Department of Health and Human Services has developed a useful model for making this determination. By applying a five-level "Hierarchy of Evidence," as summarized below, individuals can decide where their ideas fall.

The CDC has developed a guide for well-recognized prevention programs, *Compendium of HIV Prevention Interventions with Evidence of Effectiveness* for use in responding to prevention service providers, planners and others who request science-based interventions that work to prevent HIV transmission. It begins:

> All interventions selected for the *Compendium* came from behavioral or social studies that had both intervention and control/comparison groups and positive results for behavioral or health outcomes. The CDC required designs with control/comparison groups so that successful results could be attributed to the interventions (p. 1).

This *Compendium* provides summaries of each intervention that has met all established criteria for selection, which are referred to as effective interventions. To meet the ongoing need for current information about which HIV prevention practices work, the *Compendium* is updated periodically. These interventions have been effective with a variety of populations (e.g., clinic patients, heterosexual men and women, high-risk youth, incarcerated populations, intraveneous drug users and men who have sex with men). They have been delivered to individuals, groups and communities in settings such as storefronts, gay bars, health centers, housing communities and schools.

Selecting Interventions

Once an intervention has been adopted, its impact will depend on how it is implemented. It is important to strike a balance between adapting the intervention to suit local needs and maintaining the core elements and key characteristics that made the original intervention successful. Also, the agency that implements the intervention will require organizational support, adequate staffing and sufficient resources for implementation.

Some learners may prefer an alternative or additional approach. They may want to assess and strengthen their existing program activities rather than selecting a new intervention or doing both.

Steps in Selecting and Modifying Interventions

1. Identify target population.
2. Review needs assessment.
3. Identify risk behaviors.
4. Identify influencing factors.
5. Estimate duration of an intervention.
6. List steps in setting up an intervention.
7. Decide on an intervention.
8. Identify ways to adapt an intervention.

UNIT 4:

Developing a Staffing Plan and Proposal Budget

Purpose:

To learn about two elements of the proposal — staffing plans and budgets — as described in this unit. Fact: to allocate and use human and financial resources wisely is a core evaluation criteria for winning grant applications.

Learning Objectives:

By the end of this unit, learners will be able to:

- ✓ Prepare a staffing plan and organizational chart in the grant proposal.
- ✓ Prepare a program budget and narrative budget justification.

I. Key Characteristics of a Staffing Plan

The purpose of a staffing plan is to demonstrate to the funder that your organization can adequately match staff members to the project for which it is seeking funds. It is also a useful planning tool for your organization as you prepare to launch the project. The format of a staffing plan varies from funder to funder. Some funders will request a quick list of proposed staff members along with brief biographical sketches; others will want more detailed information such as a resume for each staff member. You may end up doing background work and research that is not included in your final proposal, but that will help you plan for the staffing needs of your project.

Regardless of format, among key characteristics and goals, the staffing plan should:

- ✓ Convey that the scope of the project is feasible, given the human resources that will be assigned to it.
- ✓ Demonstrate that the organization has an appropriate staff on hand or that it has ready access to the individual(s) needed for successful project implementation. (Any consultants needed beyond regular staff members should also be included.)
- ✓ Include the following personnel:
  - Paid staff.
  - Unpaid community volunteers.
  - Paid consultants (trainers, accountants, evaluators, etc.).
  - Stipend-supported volunteers (peer educators, outreach workers, etc.).
  - Staff paid through other funding sources.
- ✓ Describe how and by whom the work activities that derive from the project goals and objectives, methods and evaluation are to be implemented.
- ✓ Provide the detailed narrative justification for any personnel, consultant or volunteer expenses in the budget. The narrative should include the percentage of time each person spends on the project and should be described in both percentages and full-time equivalents. One full-time equivalent (FTE) is the amount of work usually performed by one person in a forty-hour week. Make sure the amount of time allocated corresponds to the roles and responsibilities of the staff member or consultant.
- ✓ Include an organizational chart (usually attached in the appendix) that diagrams how the proposed positions fit into the organization's structure. Some funders may require both a project-specific chart and a total organizational chart, including the proposed project staff.
- ✓ Include job descriptions for each staff member. The key elements of a job description are:
  - Job title.
  - Level of effort (full-time, part-time, etc.).
  - Annual salary or salary range.
  - Responsibilities.

– Qualifications and experience.
– Reporting relationships.

You can prepare in advance for requirements of a staffing plan by having current copies of resumes of key staff members on hand. Be sure that staff members' current jobs are included on each resume. It is also helpful to prepare brief biographical sketches for each key staff member. Be sure these items are updated to reflect organizational and personnel changes.

Below is a sample staffing section from a hypothetical proposal from a community social service organization. It is brief but demonstrates the organization's range of experience and who is responsible for major tasks.

Sample Staffing Section

ACOC has a team of experienced and dedicated senior staff members. Jerome Miller, executive director, has 13 years of experience working with our target population, particularly in the area of employment. Gloria Frazier, social worker, has a Master's of Social Work (MSW) and more than 19 years' experience administering and developing social services programs.

The employment specialist, Darlene James, has extensive experience in employment training, counseling and job placement of clients previously unable to obtain and maintain meaningful employment.

Rose Jones, ACOC's founder and chairwoman of the board, is also active in the administration of ACOC and provides support to assure that management and accounting procedures are in place and are compliant with rules and regulations.

An example of more detailed staffing information, which was provided in a proposal from an arts organization seeking money to hire new staff members, follows.

Sample Staffing Section with Added Detail

SAIL would hire three separate instructors under this option: one full-time visual arts instructor, one part-time movement/dance instructor and one-part-time music instructor.

The arts instructor would provide full-time quality arts instruction to all SAIL students and serve as a resource for teachers. He/she would also conduct daily arts classes for each grade/class. In addition, the arts instructor would consult with teachers and provide assistance in developing arts-infused curricula and implementing class projects. This position would report to the principal and assist the principal in:

- ✓ Curriculum development.
- ✓ Comprehensive arts instruction.
- ✓ Assisting teachers in classroom use of the arts.
- ✓ Large all-school arts projects.
- ✓ Aligning arts instruction to D.C. Public Schools and federal standards.
- ✓ Maintaining the integrity of the school environment (classrooms, hallways, common areas).
- ✓ Maintaining inventory of artistic supplies.
- ✓ Recruiting and supervising visiting artists.

The movement/dance and music instructors would work approximately eight (8) hours per week and conduct both group and individual teaching sessions with students. Their instruction would augment the arts programs available at SAIL.

Be sure that there is an internal review process of your staffing plan before your proposal is submitted; at least one other staff member should review the plan. The checklist below may be used for this purpose.

Staffing Plan Quality Review Checklist

- ✓ Is the staffing plan realistic, given the objectives and project plan? Are the FTEs and salary ranges reasonable?
- ✓ Does the organization have the staff resources to successfully implement the project? If not, will the organization be able to hire the needed staff?
- ✓ Are the responsibilities and qualifications (community competence, methodological expertise) of all project positions clearly defined? Do they correspond to the activities outlined in the project narrative and evaluation plan?
- ✓ Are the roles of consultants and volunteers on the project clearly specified?

A new addition to most government proposals is an explanation of organizational technical assistance and staff training needs. Many government agencies are providing technical assistance and other support to agencies they fund. If required, are the staff's training needs clearly defined and adequately addressed?

II. Developing Proposal Project Budgets

The budget is a critical component of the grant proposal; it will be closely scrutinized by potential funders. The budget should be prepared together with the organization's accounting or financial management staff to assure fiscal accuracy.

The Main Purposes of a Grant Proposal Budget

- ✓ To provide a reasonable estimate of what it will cost to operate the proposed project. This information shows a funder that you have done your homework and have a realistic idea of what the project will cost. Make sure that costs are as realistic as possible.
- ✓ To explain to the funder how the requested monies will be spent. A funder can see exactly where its grant dollars will go and what the funds will be used for.
- ✓ To express the "technical" aspects of the grant proposal in the language of dollars. The budget shows the nuts and bolts of the project and helps clarify the need for funding.

The types of budgets used by various funding agencies are as diverse as the funders. Foundation and corporate contribution budgets tend to be simple and to the point. Without a vast administrative infrastructure to review proposals, these funders cannot review and analyze complex budgets. Government-funded project budgets usually become more complex as you move from local to state to federal levels. As you gain experience, the budget forms become less intimidating.

Funders will want to know how much money you are requesting, how much in-kind support or other funds and resources you are receiving and how much the total project will cost.

Project Budget Request + In-Kind Cash/Other Funds and Resources = Total Project Costs

Budget Line Item	Budget Request	In-Kind Match/Funding	Total Project Costs
Personnel			
Supplies and Materials			

Good proposal budgets summarize the estimated costs of operating the project in terms of direct and indirect costs. Direct costs are attributed directly to operation of the project (e.g., medication for a health clinic). Indirect costs are related to the operation of the organization and only indirectly to operation of the project (e.g., a percentage of the organization's electricity bill).

Budget categories and line items are standard though titles and categorization may differ from funder to funder. Basically, budgets consist of:

- ✓ Personnel costs (salaries, benefits and taxes).
- ✓ Contractual expenses, including consultants, auditor/accountant, legal services, maintenance, security etc.
- ✓ Other direct costs (space/rent, utilities, telephones, equipment lease, travel, supplies and materials, training, memberships).
- ✓ Indirect costs.

IN-KIND SUPPORT

A contribution of equipment/materials, time and/or services that the donor has placed a monetary value on for tax purposes.

Direct costs are divided into direct services expenses and administrative costs. Direct services consist of funds spent on delivering services directly to the target population, while administrative costs are those that support the direct services efforts such as management, clerical, researchers and planners. Take your time to understand the difference. In most cases, government funders cap administrative costs at 10–20 percent of the total budget.

Some budgets (typically foundation and corporation) are broad: they ask for total project costs, which include all anticipated expenditures for operating the program, and specifically ask for the amount being requested from the funder. Sometimes a match is required, and often it is stated as a percentage of total project costs or of total requested funds. Sometimes administrative costs are restricted and this must be detailed in the budget.

DIRECT COSTS

Costs that are directly attributed to operation of a project (e.g., medication for a health clinic).

It is best if the final budget is prepared by your finance director or accountant who has a firm handle on the revenue and expenses of the organization and the issue of costs for services. As the grant writer, however, you must prepare a preliminary estimate of the budget, based on your program ideas and approach. The financial specialist may know of other costs needed to support your project or have a more realistic idea of your group's actual financial needs. Try to ask for all the funding you need, and can support, for the program or project. Inevitably you will not receive all that you ask for.

Funders expect some type of in-kind match. They love cash commitments, but allow in-kind services (volunteer, pro bono and donated) as part of the in-kind match. In some cases the amount of cash and/or in-kind services/contributions may be regulated. The more match you come up with, the better your proposal looks. Partnerships and collaborations allow groups to expand their resources and in-kind contributions by placing a dollar value on the exchange of services, facilities, staff members or other resources.

INDIRECT COSTS

Costs that are related to the operation of an organization and only indirectly to operation of a project (e.g., a percentage of the organization's electricity bill).

The sample budget shown on page 60 gives an overall picture of what categories a budget might contain. No matter how simple or complex your grant proposal budget, it will usually include these standard line items.

Sample Budget for Local Ryan White RFP

Provider Name: ABC Care & Services, Inc. Date: ____________

Authorized Signature: ____________

Name/Title (Please Print): ____________

Operating Budget	**Admin Expense**	**Direct Svc exp**	**Total Budget**
1. Salaries	1,140	12,480	13,620
2. Fringe Benefits	114	1,248	1,362
3. Travel	—	—	—
4. Office Expenses	—	570	570
5. Equipment	—	—	—
6. Sub-Contracts	—	—	—
7. Other (Please Specify):	—	—	—
Total	**$ 1,254**	**$ 14,298**	**$ 15,552**

Writing the Budget Narrative

As you develop your budget, keep your notes. These calculations and how they were derived become your budget narrative. Budget forms only allow for totals for specific line-item categories. The explanation in this narrative lets funders know specifically what the numbers on the form cover.

BUDGET NARRATIVE (OR JUSTIFICATION)

This is a written explanation of how the costs were estimated, and it justifies the need for the cost.

GRANTEE

An organization that is awarded a grant from a private- or public-sector grant–making agency.

Line by line, the numbers in your budget must be justified, and reviewers must be able to follow your calculations. For personnel items, they will want to know the percentage of time each staff person mentioned will spend on the project proposed as well as his or her annual full-time salary or FTE.

If you request $2,400 for rent, your explanation in the narrative would extend the calculations as:

Rent @$200 per month x 12 months = $2,400

Explain every line item. Do not skip those that seem self-explanatory.

Make sure that your columns and rows add up correctly. Sloppy math in your budget will not make a favorable impression on funders looking for financial accountability in their grantees.

A sample budget narrative for the sample budget mentioned above would look like the following example.

Sample Budget Detail/Narrative

Personnel:

Licensed Practical Nurse (1 part-time): Supervises the sitters/aides who have direct responsibility for Ryan White respite clients in the center. Monitors client conditions and notifies appropriate persons promptly of unusual reactions and changes.

10% of time or 3 hours per week to be devoted to Ryan White — 100% Administrative

Sitters/Aides (2 part-time): Sitters/aides assist in caring for clients and may perform personal care and other supportive services under the supervision of the LPN and center director. Other possible tasks might include taking and recording vital signs, assisting with feeding, client bathing, hair care and other personal grooming as required by individual clients.

20 hours per week to be charged to Ryan White — 100% Direct Services

Budget Detail:

Administrative Budget

1. Salaries Licensed Practical Nurse — 10% of $11,400/year = $1,140	
Total Salaries	$ 1,140.00
2. Fringe Benefits @ 10% of $1,140 =	114.00
Total Administrative Budget:	**$ 1,254.00**

Direct Services Budget

1. Salaries Sitters/Aides (2) — 20 hours/week x 52 weeks x $6.00/hour x 2 = $12,480.00	
Total Salaries	$ 12,480.00
2. Fringe Benefits @ 10% of $12,480 =	$ 1,248.00
4. Office Expenses — Materials and Supplies — craft items, personal care products, consumables for maintenance and meal service and office supplies, such as pens, paper, writing tablets, computer printer ink, paper clips, etc. — estimated share at	$ 570.00
Total Direct Services Budget:	**$ 14,298.00**
Total Budget:	**$15,552.00**

Using Budgeting as a Financial Management Tool

The process of budgeting is often overlooked as a tool for financial management. As we determine how to develop a budget for a particular program, we look at the resources of the entire agency or larger group. In larger, more structured organizations, unit or division managers are an integral part of a regular budgeting process. Persons presenting budgets must justify their need for funds. When all units are combined, the agency ends up with a comprehensive budget covering all its departments, programs and/or divisions. Usually, budgets must be presented to boards of directors for approval well before the current fiscal year ends. For example, the annual federal budget is a full-year process.

III. Other Frequently Required Financial Information

Financial Statements

Funding agencies usually ask for an audited financial statement, which must be prepared and authenticated by a certified public accountant. Therefore, your group must have a financial statement, prepared in generally accepted form for nonprofit or fund accounting.

For smaller agencies without large budgets and long track records, a simple income and expense statement for the latest available period may be acceptable for some funders. If available, audited financial statements are to be included in your appendix or attachments and referenced in the narrative.

Current Agency Budget

Funders will usually ask for a current agency budget, which serves several purposes. It tells them that you have fiscal management and budgeting capabilities and that you can handle money — at least up to your current budget levels. Budgeted items also give funders a sense of how your funds are being used and whether or not expenditures are in line with normal operating costs. However, do not confuse the "Agency Budget" with the financial statement. The budget is the expense side of the equation; financial statements include revenues and expenses.

Tips for Preparing a Federal Grant Budget

Like the technical section of a federal grant proposal, the budget section is also often more complex than a foundation grant proposal. The federal grant proposal should include explicit instructions on completing the budget, which you should carefully follow.

- ✓ **Develop a costing strategy.** Come up with a clear and consistent method for determining proposal costs.
- ✓ **Avoid waiting until the last minute to begin gathering cost information.** Because of the technical nature of many federal proposals, it may take time to determine costs. Build this time into your proposal preparation process.
- ✓ **Be aware of the type of funding offered in the RFP.** There are different methods that the federal government uses for paying its grantees. Sometimes an organization is paid a fixed fee for the overall project. Sometimes costs are covered on a reimbursement basis. Make sure you understand the payment scheme for your proposal.
- ✓ **Prepare a spreadsheet template or checklist of items to include in the budget.** This will help you make certain that the multiple requirements of the federal grant proposal budget are met.
- ✓ **Be certain that your budget is consistent with what you are proposing to do in the technical proposal.** Once you have a basic budget outlined, you should check it against the proposal. You should also review the proposal to make certain that all components are accounted for in the budget.
- ✓ **Check and re-check your numbers and formulas to ensure accuracy.** Even if you are using a spreadsheet program, it is recommended that you check your budget figures with a calculator. This will help you find any errors due to formula mistakes.
- ✓ **Be sure that your budget can be read easily.** Make sure that your budget is legible and clear. This may mean continuing it onto several pages (if the format allows) so that the numbers are large enough to read clearly.
- ✓ **Be certain that your budget is reasonable, cost-effective and consistent with projected award levels.** Do not pad your budget, and make sure that it clearly addresses the needs of your project. Make sure also that it is within the range of funding offered in the RFP.

UNIT 5:

Finalizing and Submitting the Grant Proposal

Purpose:

To establish an understanding of how to conduct periodic internal reviews of the proposal process. Internal reviews are guided by evaluation criteria as stated in the RFP. The final editing, proofreading and packaging of the grant proposal are key to determinig consistency, completeness and accuracy.

Learning Objectives:

By the end of this unit, learners will be able to:

- ✓ Conduct internal quality control reviews of the proposal prior to its submission.
- ✓ Edit, polish and properly package the grant application. Understand how critical it is to meet the stated deadline for submission of the grant proposal.
- ✓ Recognize the need for proposal debriefings on unsuccessful applications to improve future grant proposals.

I. Conduct an Internal Quality Control Review of the Proposal

If there is anything that will stop a good proposal from being funded, it is not providing what the funder asked for in your answers to the RFP questions — in content and format. Since potential funders take the time to carefully define their mission, funding priorities and grant application guidelines and instructions, it is critical that the potential grantee read the instructions carefully and give funders exactly what they request.

QUALITY CONTROL

A set of procedures established to ensure that the final product is of the highest possible quality and conforms to all of the grant-making organization's guidelines, instructions, formats and requirements.

One way to make sure your proposal conforms to the funder's guidelines and instructions is to conduct your own internal quality control review. The sole purpose of this process is to review the proposal at critical points during the proposal development process. This intervention should provide constructive criticism with respect to its clarity, reasonableness and compliance. Ideally, the process should involve two to three colleagues (depending on the size and complexity of the proposal) within your organization — a quality review team (QRT) — who were not involved in the actual writing of the technical proposal. The QRT should have the ability to critically review technical content as well, as should internal and/or external expert reviewers.

Generally speaking, it is a good idea to include the executive director and one other senior manager, preferably the proposed project director, to the extent that these individuals did not have writing roles on the proposal project. Outside key collaborators or stakeholders should also be a part of the review process, if they will ultimately be involved in project implementation. There should be a similar review of the proposal budget by someone who understands the projected cost estimates and associated financial documents but who was not directly involved in developing them. If you are not able to undertake a total review process, it is essential that at least one other person review your overall proposal for content and accuracy.

QUALITY REVIEW TEAM (QRT)

A group of individuals from within an organization whose purpose is to review the grant proposal at critical stages in the development process to provide constructive feedback.

Quality control reviews should be conducted at least twice during the proposal development process. The first review should occur after the first draft of the technical proposal is written in order to provide critical feedback. The second review should occur after the suggested feedback has been incorporated and the final product is ready for submission to the funder, from the writer's standpoint. At each review stage, it is helpful for the QRT to use a checklist — such as that shown on page 69 — to assess the extent to which the proposal is responsive to each particular criterion.

A. Edit, Proofread and "Polish" the Final Proposal Before Submitting It

It is important that your proposal look as professional as the ideas presented within. Many funding sources provide formats for your proposal that must be followed without deviation. Avoid the risk of your grant application being returned or tossed out because it was improperly formatted, exceeded the stated page limit or used an improper font size.

B. Packaging the Proposal and Delivering It by the Stated Deadline

Someone on the proposal development team should inspect the entire proposal — inclusive of all technical and financial sections — just before copying to ensure that nothing is missing and that everything is in order. Proposals should be typed, collated, copied and packaged correctly and neatly, according to agency instructions. After the appropriate number of copies are made, each one should be inspected again to make sure that no pages were left out and that each package is uniform. Funders often have very specific instructions for joining the pages of a proposal (e.g., no staples, binder clips only) so be certain to follow them carefully.

Also, remember to allow ample time to submit the proposal by the deadline. In general, it is best to avoid sending proposals by Federal Express or overnight mail (unless specifically requested by the funder) because this conveys the impression that your organization is wasting money on shipping costs. If you are sending the proposal by U.S. mail, you may want to send the package certified or "return receipt" so that you can be certain that the proposal is received by the funder. You must be certain to mail the proposal well in advance so that it can be delivered by the deadline. Federal agencies have begun to specify how far in advance proposals should be mailed, even if delivered by overnight services. If hand delivering the proposal, allow time for traffic, parking and clearing any building security. Since 9/11, some federal agencies do not allow hand delivery due to increased security considerations. Funders are unsympathetic to proposals that arrive past the deadline and are likely to reject your proposal without even reading it.

Always be certain to retain at least one complete hard copy of exactly what was submitted to the funder for your internal files. This will be an important reference in the future. You should keep a hard file for each funder with copies of all proposals submitted as well as guidelines, notes and correspondence. It is also helpful to provide copies of the final proposal to staff members at your organization who participated in the writing process. Finally, make sure that the computerized files you used are clearly labeled and stored in a logical place in your computer and in a back-up file on a CD or floppy disk — the data you used in this proposal will most likely be used again in a future proposal.

Grant Proposal Quality Review

- ✓ Does this proposal follow the format required by the funder?
- ✓ Does the Executive Summary clearly outline the overall proposal? Is it persuasive?
- ✓ Are the statistics and data contained in the proposal accurate, current and persuasive?
- ✓ Are there additional data or statistics that would strengthen the proposal?
- ✓ Does the proposal include anecdotes or stories from clients? Are they persuasive?
- ✓ Are there additional anecdotes or stories that would strengthen the proposal?
- ✓ Does the Statement of Need clearly convey the overarching need for this project?
- ✓ Are the objectives for the project presented clearly?
- ✓ Is there an Evaluation Plan that matches the objectives?
- ✓ Is the Organizational Background material current and accurate?
- ✓ Does the Staffing Plan clearly convey the personnel needs for this project?
- ✓ Does the proposal talk about partnerships with other organizations?
- ✓ Does this proposal demonstrate how the project is unique and different from others?
- ✓ Does the proposal avoid needlessly technical language and jargon?
- ✓ Are there any major gaps in the proposal?
- ✓ Are there sections in the proposal that are difficult to understand?
- ✓ Does the proposal flow well?

II. Conducting Proposal Debriefings

Conducting a follow-up to analyze why a proposal was not funded is an important part of improving your grant-seeking capabilities. A proposal debriefing is a meeting in which constructive feedback is provided to the organization for the purpose of improving the quality and outcome of its subsequent proposal efforts. Essentially, there are two types of debriefings: internal debriefings, which are conducted with all people in your organization who were involved in the development of the proposal; and external debriefings, which are conducted with one or more representatives from the grant-making organization.

INTERNAL PROPOSAL DEBRIEFING

A follow-up meeting that is held among as many in-house staff members who were involved in the development as possible to discuss why the proposal was not funded.

EXTERNAL PROPOSAL DEBRIEFING

A meeting or contact made with the potential grant-making organization to obtain feedback on reasons why a grant proposal was not funded.

CONTRACTING OFFICER (CO)

An official representative of the federal government who is responsible for procuring or obtaining goods or services for an organization.

Internal proposal debriefings are valuable because they provide a structured forum in which proposal team members can share their experiences and highlight the strengths and weaknesses of the process. These debriefings should be viewed as healthy experiences because they call attention to internal organizational operations that are working just fine as well as to those that could stand improvement. If properly conducted, these meetings can increase the likelihood that subsequent proposals will receive favorable review from potential funders.

All proposal team members should make a note of key points they will want to discuss at the internal proposal debriefing meeting. It is helpful to prepare an agenda for this meeting and to discuss each major aspect of the proposal development process from beginning to end. Discuss both the strengths and weaknesses of the proposal process, in that order, providing ample opportunity for each team member to give positive and critical feedback. It is preferable to hold the debriefing no later than two business days after the proposal is submitted to the funder while proposal activities are still "fresh" for everyone. Also, the results of debriefings should be typed up and distributed to all participants for future reference as well as included in your hard file for that funder. If the time is taken to conduct an internal debriefing, it is important to make an organizational commitment to incorporate all positive recommendations made in future grant proposal preparation and writing.

If your grant proposal was submitted to a foundation/corporation and not funded, it is appropriate to request an informal meeting with someone from that organization who knows about your application and can assess its strengths and weaknesses. Sometimes this meeting will be in person; sometimes it will be conducted over the telephone. Not all funders are willing or able to meet with you, but it is always worthwhile to request a debriefing.

During the external debriefing, ask lots of questions and take note of the reasons your proposal was not funded. Try to determine if the funder would welcome a future grant proposal from your organization and, if so, when you can resubmit to this funder. This information will be helpful in preparing future grant proposals and should be conveyed to all who were involved in the proposal writing process as well as noted in your file for that funder. Afterward, be sure to send a thank-you letter to the person who met with you.

If the proposal was submitted to a federal agency and not funded, a formal debriefing should be requested in writing within one week of receiving the letter notifying you of the outcome. In such cases, the debriefing will most likely be conducted by a federal government contracting officer. It is appropriate at the debriefing to ask for the evaluator's ratings and comments on each section of the proposal as well as your total score. After the debriefing, send the contracting officer a thank-you letter. Sometimes you will not be granted an in-person meeting, but will receive a copy of the ratings and comments of the evaluator or evaluation team.

UNIT 6:

Resource Development

Purpose:

To improve grant writing by exploring the concept of soliciting contributions and donations of cash as well as nonfinancial resources.

Learning Objectives:

By the end of this unit, learners will be able to:

- ✓ Appreciate the importance of involving board members in advocating for the agency among private- and public-sector funders.
- ✓ Explain the process for establishing a fund development strategy and plan.
- ✓ Identify and use various resources to expand or enhance fund-raising efforts through grant writing and solicitation of private contributions.

I. Fund Development Planning

Organizations are increasingly finding that their survival depends upon being able to tap private as well as public funds. This means a new role for the board of directors as well as for the staff. Instead of preparing several major public sector proposals a year, the organization finds itself marketing the same proposal or program concept to several dozen foundations and corporations. The need for personal contacts, the importance of proposal writing skills and the need for knowledge of area foundations and corporations are all new concerns — and they place new requirements on both nonprofit organization boards and staffs.

The role of the board in raising funds from outside sources varies considerably by size and type of organization, composition of the board and location. In most nonprofit organizations, the executive director remains the primary fundraiser. While staff members typically prepare most of the materials for fundraising, including proposals and supporting documents and do most of the "book" research on potential funders, board members and volunteers can play a critical role in fundraising. Board members can be particularly helpful in identifying possible funders and making solicitation visits.

Fund Development

The financial environment has changed dramatically, particularly in the nonprofit sector, for the following reasons:

- ✓ Government downsizing/devolution has tightened purse strings all around.
- ✓ Client/customer restraint keeps fees and charges down.
- ✓ There is increased competition for the donated dollar.
- ✓ Doing business in the traditional way is steadily increasing in cost.

In addition, many of the organizations that are trying to attract donated funding are extremely sophisticated and professional in their efforts. To be effective, a fund development plan or strategy must meet many, if not all, of the following conditions:

- ✓ It must be rooted in a strong internal fundraising culture — everyone in the organization must understand that every contact is an opportunity for fundraising and ultimately leads to more tangible support. All must understand and be prepared to act on their key roles.
- ✓ It must be supported by a strong, precise and motivational case statement — defining why the money is required and appealing to donor interests.
- ✓ It must be progressive — consciously nurturing a link with each donor found through general prospecting, building an understanding of donor motivations and presenting appealing opportunities for larger contributions.
- ✓ It must balance cost-intensive, entry-level activity such as special events, direct mail, door-to-door solicitation and gaming with high pay-off techniques such as major gifts and planned giving.

CONTRIBUTION

A tax-deductible gift of cash, property, equipment or services.

- ✓ It must be coordinated with public relations, communications and marketing activity.
- ✓ It must strive to motivate interest in sustaining contributions as well as capital — regular gifts or contributions to foundations that support operations, research and development and other activities.
- ✓ It must be founded on strong research and a coordinated database — to know as much as possible about the donor before making the "ask."
- ✓ There must be no duplication — campaigns and "asks" must be carefully coordinated so that no donor is confused by competing requests from the organization.
- ✓ The plan and strategy must minimize risk — no organization can afford to be dependent on too few financial supporters, a technique that is slipping or a vehicle that could be cut off at someone else's whim (e.g., gaming).
- ✓ The plan must accept that corporate philanthropy has been replaced by corporate co-sponsorship of opportunities that clearly complement the marketing strategies of the corporate partner.
- ✓ The plan must recognize that donors have a new interest in specific projects and specific outcomes — and want to hold the organization accountable for achievement of those outcomes.
- ✓ The plan must position the resources necessary for implementation — a cadre of highly trained fund development staff and volunteers, a strong research capability, a coordinated database and the high-tech tools of the information age.

Nonfinancial Resources — As many managers in the field of nonprofit services know, staff members' salaries and benefits are the largest part of any budget. Often, agencies, through collaboration or a volunteer recruitment campaign, can defray costs of personnel by sharing staff or using volunteers. In addition, major corporations, as well as smaller enterprises, have goods that they are willing to donate to good causes. With frequent upgrading of office furniture and equipment, there is a pool of recycled goods, which grows continually. The businesses end up with a tax write-off, and nonprofit agencies get serviceable furniture and equipment, usually of good quality.

II. Resources for Conducting Research on Available Grants

In Unit 1 we reviewed some of the most common sources for conducting research on available grants. Now we will take a look at some other information sources.

Free Resources on Foundation and Corporate Funders

The Chronicle of Philanthropy website provides grant information under its "Gifts and Grants" section and in its "Internet Resources" section (http://www.philanthropy.com/free/resources/gresources.htm).

The Foundation Center, in addition to its subscription services, has a free reference page that lists many websites for foundation, corporatations and other funders. The information is found in the "Foundation Funders" portion of website's "Finding Funders" section (http://www.fdncenter.org/funders/grantmaker).

Pay Resources on Foundation and Corporate Funders

The Chronicle of Philanthropy, the "newspaper of the nonprofit world," profiles funders and gives grant guidelines in each issue. If your organization can afford it, this paper is a great source of information about grant proposal writing and the world of nonprofit fund-raising and administration (http://www.philanthropy.com).

Grantsdirect's website is similar to the Foundation Center's, but tends to list smaller foundations that might not be included on the Foundation Center's website. It can also be customized for your organization (http://www.grantsdirect.com).

The Taft Group publishes various print and e-guides to funders (http://www.galegroup.com/taft.htm).

Federal Government Grants

The CDC website lists its own funding opportunities plus those of other federal sources (http://www.cdc.gov/hiv/funding.htm).

Federal Commons is part of the *Catalog of Federal Domestic Assistance's* website, which provides links to federal grant programs. The links are organized first by category, such as community development, health and transportation, and then within each category by department such as the U.S. Department of Education and the U.S. Department of Energy (http://www.cfda.gov).

GPO Access provides links to government databases, some of which include information about government grants. It links to the *Federal Register*, which contains a searchable list of federal grants that links to detailed guidelines (http://www.gpoaccess.gov/index.html).

NonProfit Gateway Network was created by the White House Office of Public Liaison. The website was designed to give charities a central starting point for locating information on the websites of federal departments and agencies. It contains links to information on how charities can apply for federal grants and volunteer programs and comply with federal laws that apply to nonprofit organizations. The site also allows users to search more than 300,000 federal web pages as well as federal grant announcements (http://www.nonprofit.gov).

The following federal agencies have information on grants that may be of interest to HIV/AIDS CBOs.

Department of Education: http://www.ed.gov.

Department of Health and Human Services: In addition to its HIV/AIDS Bureau, this government agency has other divisions that may be sources of funding (http://www.hhs.gov).

Department of Housing and Urban Development: http://www.hud.gov/grants/index.cfm.

National Institutes of Health: http://grants.nih.gov/grants/oer.htm.

National Science Foundation: http://www.nsf.gov/home/grants.htm.

HIV/AIDS-Specific Resources for Finding Funding

HIV/AIDS Bureau of the Department of Health and Human Service's HRSA is the largest source (next to the Medicaid and Medicare programs) of federal funding for HIV/AIDS care low-income and un- and underinsured individuals (http://www.hab.hrsa.gov).

Minority HIV/AIDS Initiative, a division of Health and Human Services, is directed toward minority groups. The "funding" section of the website lists a variety of sources and provides links to RFPs (http://www.omhrc.gov/omh/aids/funding/fund_toc.htm).

Local Resources Funding

Often, there are sources of funding designated for your particular city, state or region. The best way to find out about these resources is by word of mouth. Check with board members, volunteers, staff members and clients to see what sort of local funding connections they may have. A list of potential resources follows.

Community Foundations donates by region. To learn more, visit the Council on Foundations' "Community Foundation Locator" (http://www.communityfoundationlocator.org).

The Grantsmanship Center's "Community Foundations by State" is also a helpful resource (http://www.tgci.com/resources/foundations/community/index.html).

State or city governments may send out a regular list of funding opportunities in the area. Visit the Grantsmanship Center's "Funding Through State Government" web page to search for government sources in your state (http://www.tgci.com/STATES/states2.htm).

Local service clubs, like Rotary Club, Junior Women's League, Shriners and other such organizations, may offer funding opportunities.

Local businesses may have foundations or discretionary funds through which they donate to nonprofits.

Alumni clubs may donate to local nonprofits.

Service clubs or fraternities and sororities of local universities may have or may raise funds for local nonprofits.

Local churches, temples and other religious centers often have charitable-giving funds.

Clubs or classrooms of local elementary, middle and high schools may raise funds for a local charity as a class project.

Local sports teams sometimes have a charitable arm.

III. Resources to Expand Knowledge and Skills in Grant Writing

This manual is only an introduction to grant writing and the world of nonprofit fundraising. You may find the following resources helpful.

Association of Fundraising Professsionals (AFP) is a membership organization that sets standards of ethical fundraising. It provides education, training, mentoring, research, credentialing and advocacy for and on behalf of fundraising professionals. AFP has regional and local chapters. AFP is somewhat expensive to join, but it provides some good resources and holds an annual fundraising conference (http://www.afpnet.org/).

The Chronicle of Philanthropy is a newspaper-style publication (on a paid subscription basis) that is chock-full of helpful information on all aspects of fundraising. Its website is a great resource, and it's free (http://www.philanthropy.com).

The Foundation Center, once again, is a great resource for all aspects of fundraising. If there is a Foundation Center Library or Collaborating Collection in your area, you will be able to attend classes and seminars to hone your skills. You can also get great, free resources on the "Learning Lab" section of its website (http://www.foundationcenter.org).

Fund-Raising Forum Library's website provides a helpful series of articles and how-to instructions on various aspects of fundraising. Information is available on planning, prospect sources, organizing and managing a campaign, and putting together the development team (http://www.raise-funds.com/library.html).

The Grantsmanship Center offers training workshops across the country. It also offers publications and online resources. Most courses and publications are not free. There is, however, some free information on grant writing on its website (http://www.tgci.com).

The Nonprofit Times is a newspaper-style publication — and it's free. The publication offers advice and news to the nonprofit sector. You can sign up to receive the publication online, which also has helpful information on grant writing and fundraising (http://www.nptimes.com).

Post-training Assessment

The following answers to the Pre-training Assessment that was given at the beginning of the manual are designed to serve as a brief recapitulation/summary of the material that has been presented in this manual.

Post-training Assessment

Answers to the Pre-training Assessment:

1. State the major differences between grant proposals submitted to private (foundations, corporations and individuals) funding sources and public (government) funding sources.

   Any two of the following answers are correct:

Private —	1. shorter	2. less complicated	3. can be a letter
Public —	4. longer	5. more complex	6. in response to RFP

2. List five (5) key elements of government and/or foundation grant proposals.

   Any five of the following answers are correct:

   1. Cover letter
   2. Summary or Abstract
   3. Statement of need
   4. Goals and objectives
   5. Project description
   6. Organizational capability
   7. Collaboration and partnerships
   8. Budget
   9. Evaluation plan
   10. Appendix

Please circle the following statements as True or False.

1. **True** **False** Four key criteria for matching project ideas with potential funders are: geography, mission or purpose, project type and budget.
2. **True** **False** The instructions, guidelines and evaluation criteria provided by the funder are of great importance in writing a grant proposal.
3. **True** **False** There is a logical structure to most grant proposals.
4. **True** **False** Every grant proposal, even a minigrant, should include some type of evaluation component.
5. **True** **False** A proposal staffing plan is a clear, detailed plan for managing and staffing a proposed project.
6. **True** **False** Editing, proofreading and generally "polishing" a grant proposal is not as important as the project ideas contained within it.

APPENDIX A

Glossary

Budget Narrative (sometimes called the budget justification): This is a written explanation of how the costs were estimated, and it justifies the need for the cost.

Capital Request: A plan to purchase, build or renovate space or building or to acquire equipment.

Concept Paper (sometimes called a prospectus, preliminary proposal or pre-proposal): A short, internal document that lays out key information about a grant.

Contracting Officer (CO): An official representative of the federal government who is responsible for procuring or obtaining goods or services for an organization.

Contribution: A tax-deductible gift: cash, property, equipment or services.

Development: Another term for fund-raising that describes the overall actions of raising money for a nonprofit, usually through donations. Development includes raising money from foundations, corporations, government sources and individuals.

Development Planning: The process of planning how an organization will raise the necessary financial resources to accomplish its work. Usually done on an annual basis, it is often part of the strategic planning process.

Direct Costs: Costs that are directly attributed to operation of a project (e.g., medication for a health clinic).

Earned Income: This designates money that is paid directly to your organization in exchange for services. It might include Medicare or Medicaid reimbursement, fee-for-service participant fees and payment for medication or other services.

Evaluation: The process of assessing the success of your project by comparing your objectives to what actually occurred during the course of the project.

Executive Summary (sometimes called Project Summary or Abstract): A short document at the very beginning of a grant proposal that gives the funder a snapshot of the overall proposal.

Expenses (also called Costs): The cost of a project. In a grant proposal, expenses are usually projected or estimated.

External Proposal Debriefing: A meeting or contact made with the potential grant-making organization to obtain feedback on reasons why a grant proposal was not funded.

Funder (or Funding Source): A private or public sector organization that accepts and reviews grant proposals and awards monies to organizations whose grant proposals it approves.

General Operating Support: Funds, both contributions and grants, that support the ongoing services of the organization.

Grant: An award of funds made to an organization as a result of an approved grant proposal.

Grant Application (also called Grant Proposal): An official document or set of documents submitted to a potential funder for the purpose of obtaining funds.

Grantee: An organization that is awarded a grant from a private or public sector grant–making agency.

Grant-Making Organization (also called a Funder): A private or public organization that accepts and reviews grant proposals and awards monies to organizations whose grant proposals it approves.

Grant Proposal: The end product of the grant-writing process.

Grant Proposal Writing: The act of preparing an application for a grant to be submitted to a potential funding source.

Indirect Costs: Costs that are related to the operation of an organization and only indirectly to operation of a project (e.g., a percentage of the organization's electricity bill).

In-Kind Support: A contribution of equipment/materials, time and/or services that has a monetary value for the donor's tax purposes.

Internal Proposal Debriefing: A follow-up meeting that is held among as many in-house staff members who were involved in the development as possible, to discuss why the proposal was not funded.

Letter of Inquiry (LOI): An initial approach to a funder. Sometimes the LOI is the only document sent to a funder; sometimes it precedes a full proposal.

Memoranda of Agreement (MOA) or Memoranda of Understanding (MOU): Signed letters of commitment or intent stating that all parties understand their roles in a partnership or collaborative effort.

Needs Assessment: A systematic appraisal of the available services and/or gaps in services within a defined community at a particular point in time.

Notification of Funding Availability (NOFA): The announcement that a funding program is open. It includes information on area of interest and eligibility.

Objective: The projected and desired outcomes of a project. Included in grant proposals to show funder the shape your project will take.

Organizational Planning: The process of planning for the future of your organization. It is often done through a strategic planning process. Organizational planning may be done on an annual basis or for several years at a time.

Performance Standard (or Target): The number and percent of clients who are expected to achieve the result. Also called targets, they should be set based on professional judgment, past data, research or professional standards.

Private Sector Funding: Grant funds secured from a foundation, corporation or other for-profit entity.

Program: An organized set of services designed to achieve specific outcomes for a specified population that will continue beyond the grant period.

Program Announcement (PA): A notice that publicizes the start of a grant competition.

Project: A planned undertaking or organized set of services designed to achieve specific outcomes that begins and ends within the grant period (a successful project may become an ongoing program).

Proposal Coordinator: An individual who is assigned internal responsibility for coordinating the planning, preparation and writing of a grant proposal.

Proposal Development Team: A group of individuals (staff members, consultants, partners and other stakeholders) that assembles for the purpose of planning and writing a successful grant proposal.

Public Sector Funding: Grant funds secured from federal, state or local governmental source.

Quality Control: A set of procedures that is established to ensure that the final product is of the highest possible quality and conforms to all of the grant-making organization's guidelines, instructions, formats and requirements.

Quality Review Team (QRT): A group of individuals from within an organization whose purpose is to review the grant proposal at critical stages in the development process to provide constructive feedback.

Request for Quotation (RFQ): An announcement distributed by a contracting agency that provides general information on the goods or services needed.

Request for Proposal (RFP): A notice or document issued by the federal government announcing opportunities for applications for funding. These notices appear in the Federal Register, similar state publications and a host of catalogs and registers by topic.

Revenue: The money that will pay for the costs of a project. In a grant proposal, revenues are usually projected or estimated.

Staffing Plan: A section of a proposal or a separate document that outlines who will undertake the essential work of the project as well as staff members' qualifications, an outline of job duties and other relevant information.

Strategic Planning: A process that helps an organization determine the shape of its work for the future (usually three to five years). The end result of the strategic planning process is a document that serves as a road map for organizational operation in the future. Strategic planning is often conducted by an outside consultant and can be a lengthy process.

Unearned Income (also called Contributed Income): This is income that is donated to a project or organization such as grants from foundations and corporations.

APPENDIX B

Annotated Resources

Association of Fundraising Professsionals. This is a membership organization that sets standards of ethical fundraising and provides education, training, mentoring, research, credentialing and advocacy for and on behalf of fundraising professionals. It has regional and local chapters. It is somewhat expensive to join, but AFP provides some good resources and holds an annual fundraising conference. www.afpnet.org.

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The Foundation Center. It is a great resource for all aspects of fund-raising. If there is a Foundation Center Library or Collaborating Collection in your area, you will be able to attend classes and seminars to hone your skills. You can also get great, free resources on the "Learning Lab" section of their website. www.foundationcenter.org.

The Grantsmanship Center. This organization offers training workshops across the country. It also offers publications and online resources. However, most courses and publications are not free. There is some free information on grant writing available on the website. www.tgci.com.

U.S. Department of Health and Human Services. www.hhs.gov.

Agency for Healthcare Research and Quality. www.ahrq.gov/data/hcsusix.htm.

The Centers for Disease Control and Prevention. *Compendium of HIV Prevention Interventions with Evidence of Effectiveness.* www.cdc.gov/hiv/stats.htm.

Center for Substance Abuse Prevention. The federal organization responsible for improving the accessibility and quality of substance abuse prevention services. www.samhsa.gov/centers/csap/csap.html.

Health Resources and Services Administration. The HRSA works to expand access to comprehensive, quality health care. www.hrsa.gov.

U.S. Small Business Administration. http://www.sbaonline.sba.gov/sbaforms/sf424.pdf.

Foundation Center Directory. This reference is published by The Foundation Center. It is available for use at Foundation Center Libraries and Cooperating Collections and comes in both print and electronic editions. If your organization can afford to do so, it is recommended that you sign up for the "Foundation Directory On-Line" — this Internet-based directory gives you access to thousands of funder records along with direct links to websites of funders that have them. For more information visit http://www.foundationcenter.org or call 1-800-424-9836.

GuideStar. This is an online database of nonprofit organizations. You can go to the website and complete a profile about your organization that funders can access for information about your organization. It also provides general information on nonprofit management and fund-raising. Go to www.guidestar.org.

FedWorld.gov. This website is a gateway to government information. You can use the website's search feature to locate information on government grants and funding opportunities. To do so, go to http://www.fedworld.gov.

The Surgeon General's Office on HIV/AIDS Policy. General statistics are provided in the "Federal Response to the Epidemic Section" of its website.
Visit http://www.surgeongeneral.gov/aids.

AIDS Action. Various fact sheets with statistical data are available in the website's "Legislation and Policy" section. Go to http://www.aidsaction.org.

Kaiser Family Foundation. Has various fact sheets and statistics on its website at http://www.kff.org/sections.cgi?section=hivaids. The site also features up-to-the-minute HIV/AIDS news in its "Daily Report." http://www.kaisernetwork.org/daily_reports/rep_hiv.cfm. Also has a great "State Health Facts Online" section that allows you to compare specific health data between states as well as isolate data for your state. http://www.statehealthfacts.kff.org

Practical Grantswriting Workbook by Carlotta H. Williams, 1999, Jacksonville, FL, self-published, copyright pending.

HOME

NATIONAL MINORITY
AIDS COUNCIL

National Minority AIDS Council
Technical Assistance, Training and Treatment Division
1624 U Street, NW
Washington, DC 20009
(202) 234-5120
www.nmac.org

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