**WRITING THE GRANT PROPOSAL**

***The Basic Components of a Proposal***

There are eight basic components to creating a solid proposal package: (1) the proposal summary; (2) introduction of organization; (3) the problem statement (or needs assessment); (4) project objectives; (5) project methods or design; (6) project evaluation; (7) future funding; and (8) the project budget. The following will provide an overview of these components.

***The Proposal Summary: Outline of Project Goals***

The proposal summary outlines the proposed project and should appear at the beginning of the proposal. It could be in the form of a cover letter or a separate page, but should definitely be brief – no longer than two or three paragraphs. The summary would be most useful if it were prepared after the proposal has been developed in order to encompass all the key summary points necessary to communicate the objectives of the project. It is this document that becomes the cornerstone of your proposal, and the initial impression it gives will be critical to the success of your venture. In many cases, the summary will be the first part of the proposal package seen by agency officials and very possibly could be the only part of the package that is carefully reviewed before the decision is made to consider the project any further. The applicant must select a fundable project which can be supported in view of the local need. Alternatives, in the absence of National support, should be pointed out. The influence of the project both during and after the project period should be explained. The consequences of the project as a result of funding should be highlighted.

***Introduction: Presenting a Credible Applicant or Organization***

The applicant should gather data about its organisation from all available sources. Most proposals require a description of an applicant's organisation to describe its past and present operations. Some features to consider are:

* A brief biography of board members and key staff members.
* The organization's goals, philosophy, track record with other grantors, and any success stories.
* The data should be relevant to the goals of the National grantor agency and should establish the applicant's credibility.

***The Problem Statement: Stating the Purpose at Hand***

The problem statement (or needs assessment) is a key element of a proposal that makes a clear, concise, and well-supported statement of the problem to be addressed. The best way to collect information about the problem is to conduct and document both a formal and informal needs assessment for a programme in the target or service area. The information provided should be both factual and directly related to the problem addressed by the proposal. Areas to document are:

* The purpose for developing the proposal.
* The beneficiaries -- who are they and how will they benefit.
* The social and economic costs to be affected.
* The nature of the problem (provide as much hard evidence as possible).
* How the applicant organisation came to realise the problem exists, and what is currently being done about the problem.
* The remaining alternatives available when funding has been exhausted. Explain what will happen to the project and the impending implications.
* Most importantly, the specific manner through which problems might be solved. Review the resources needed, considering how they will be used and to what end.

There is a considerable body of literature on the exact assessment techniques to be used. Any local, regional, or State government planning office, or local university offering coursework in planning and evaluation techniques should be able to provide excellent background references. Types of data that may be collected include: historical, geographic, quantitative, factual, statistical, and philosophical information, as well as studies completed by colleges, and literature searches from public or university libraries. Local colleges or universities which have a department or section related to the proposal topic may help determine if there is interest in developing a student or faculty project to conduct a needs assessment. It may be helpful to include examples of the findings for highlighting in the proposal.

***Project Objectives: Goals and Desired Outcome***

Program objectives refer to specific activities in a proposal. It is necessary to identify all objectives related to the goals to be reached, and the methods to be employed to achieve the stated objectives. Consider quantities or things measurable and refer to a problem statement and the outcome of proposed activities when developing a well-stated objective. The figures used should be verifiable. Remember, if the proposal is funded, the stated objectives will probably be used to evaluate programme progress, so be realistic. There is literature available to help identify and write programme objectives.

***Program Methods and programme Design: A Plan of Action***

The programme design refers to how the project is expected to work and solve the stated problem. Sketch out the following:

The activities to occur along with the related resources and staff needed to operate the project (inputs).

A flow chart of the organisational features of the project. Describe how the parts interrelate, where personnel will be needed, and what they are expected to do. Identify the kinds of facilities, transportation, and support services required (throughputs).

Explain what will be achieved through 1 and 2 above (outputs); *i.e.*, plan for measurable results. Project staff may be required to produce evidence of programme performance through an examination of stated objectives during either a site visit by the National grantor agency and or grant reviews, which may involve peer review committees. It may be useful to devise a diagram of the programme design. For example, draw a three-column block. Each column is headed by one of the parts (inputs, throughputs and outputs), and on the left (next to the first column) specific programme features should be identified (*i.e.*, implementation,

staffing, procurement, and systems development). In the grid, specify something about the programme design, for example, assume the first column is labelled inputs and the first row is labelled staff. On the grid one might specify under inputs five nurses to operate a child care unit. The throughput might be to maintain charts, counsel the children, and set up a daily routine; outputs might be to discharge 25 healthy children per week. This type of procedure will help to conceptualise both the scope and detail of the project. Wherever possible, justify in the narrative the course of action taken. The most economical method should be used that does not compromise or sacrifice project quality. The financial expenses associated with performance of the project will later become points of negotiation with the National programme staff. If everything is not carefully justified in writing in the proposal, after negotiation with the National grantor agencies, the approved project may resemble less of the original concept.

Carefully consider the pressures of the proposed implementation, that is, the time and money needed to acquire each part of the plan. A programme Evaluation and Review Technique (PERT) chart could be useful and supportive in justifying some proposals. Highlight the innovative features of the proposal, which could be considered distinct from other proposals under consideration.

Whenever possible, use appendices to provide details, supplementary data, references, and information requiring in-depth analysis. These types of data, although supportive of the proposal, if included in the body of the design, could detract from its readability. Appendices provide the proposal reader with immediate access to details if and when clarification of an idea, sequence or conclusion is required. Timetables, work plans, schedules, activities, methodologies, legal papers, personal vitae, letters of support, and endorsements are examples of appendices.

***Evaluation: Product and Process Analysis***

The evaluation component is two-fold: (1) product evaluation; and (2) process evaluation. Product evaluation addresses results that can be attributed to the project, as well as the extent to which the project has satisfied its desired objectives. Process evaluation addresses how the project was conducted, in terms of consistency with the stated plan of action and the effectiveness of the various activities within the plan.

Most National agencies now require some form of programme evaluation among grantees. The requirements of the proposed project should be explored carefully. Evaluations may be conducted by an internal staff member, an evaluation firm or both. The applicant should state the amount of time needed to evaluate, how the feedback will be distributed among the proposed staff, and a schedule for review and comment for this type of communication. Evaluation designs may start at the beginning, middle or end of a project, but the applicant should specify a start-up time. It is practical to submit an evaluation design at the start of a project for two reasons:

1. Convincing evaluations require the collection of appropriate data before and during programme operations; and,
2. If the evaluation design cannot be prepared at the outset then a critical review of the programme design may be advisable. Even if the evaluation design has to be revised as the project progresses, it is much easier and cheaper to modify a good design. If the problem is not well defined and carefully analysed for cause and effect relationships then a good evaluation design may be difficult to achieve.

Sometimes a pilot study is needed to begin the identification of facts and relationships. Often a

thorough literature search may be sufficient.

Evaluation requires both coordination and agreement among programme decision makers (if known). Above all, the National grantor agency's requirements should be highlighted in the evaluation design. Also, National grantor agencies may require specific evaluation techniques such as designated data formats (an existing information collection system) or they may offer financial inducements for voluntary participation in a national evaluation study. The applicant should ask specifically about these points. Also, consult the Criteria For Selecting Proposals section of the catalogue programme description to determine the exact evaluation methods to be required for the programme if funded.

***Future Funding: Long-Term Project Planning***

Describe a plan for continuation beyond the grant period, and/or the availability of other resources necessary to implement the grant. Discuss maintenance and future programme funding if programme is for construction activity. Account for other needed expenditures if programme includes purchase of equipment.

***The Proposal Budget: Planning the Budget***

Funding levels in National assistance programmes change yearly. It is useful to review the appropriations over the past several years to try to project future funding levels (see Financial Information section of the catalogue programme description).

However, it is safer to never anticipate that the income from the grant will be the sole support for the project. This consideration should be given to the overall budget requirements, and in particular, to budget line items most subject to inflationary pressures. Restraint is important in determining inflationary cost projections (avoid padding budget line items), but attempt to anticipate possible future increases.

Some vulnerable budget areas are: utilities, rental of buildings and equipment, salary increases, food, telephones, insurance, and transportation. Budget adjustments are sometimes made after the grant award, but this can be a lengthy process. Be certain that implementation, continuation and phase-down costs can be met. Consider costs associated with leases, evaluation systems, hard/soft match requirements, audits, development, implementation and maintenance of information and accounting systems, and other long-term financial commitments.

A well-prepared budget justifies all expenses and is consistent with the proposal narrative. Some areas in need of an evaluation for consistency are: (1) the salaries in the proposal *in re*lation to those of the applicant organisation should be similar; (2) if new staff persons are being hired, additional space and equipment should be considered, as necessary; (3) if the budget calls for an equipment purchase, it should be the type allowed by the grantor agency; (4) if additional space is rented, the increase in insurance should be supported; (5) if an indirect cost rate applies to the proposal, the division between direct and indirect costs should not be in conflict, and the aggregate budget totals should refer directly to the approved formula; and (6) if matching costs are required, the contributions to the matching fund should be taken out of the budget unless otherwise specified in the application instructions.

It is very important to become familiar with Government-wide circular requirements. The catalogue identifies in the programme description section (as information is provided from the agencies) the particular circulars applicable to a National program, and summarises coordination of Executive Order 12372, "Intergovernmental Review of Programs" requirements in Appendix I. The applicant should thoroughly review the appropriate circulars since they are essential in determining items such as cost principles and conforming with Government guidelines for National domestic assistance.