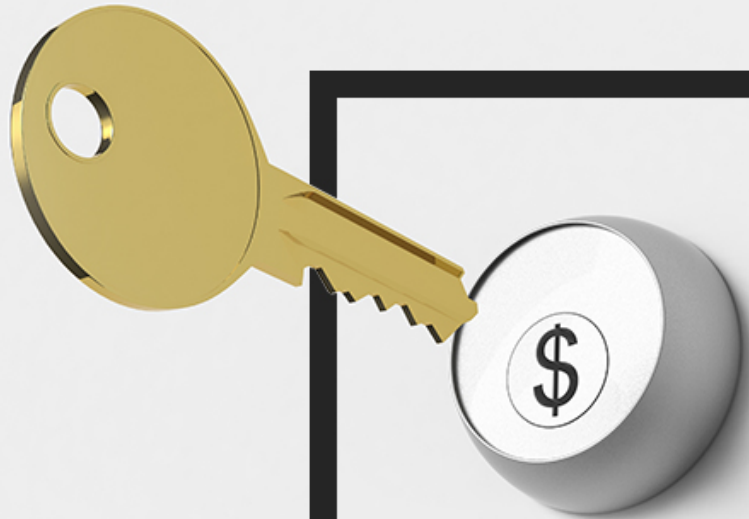


Grant Writing 101

Facilitated by:
Leah Roedler
Community Development Unit





Welcome & Introductions

What attracted you to this workshop?



- What are you currently doing in the area of grants?
- What's working well?
- What challenges are you experiencing?

Workshop Overview



01

Research & Preparation

02

Proposal Writing

03

Explore Income/Funding Sources

04

Preparing to Apply

05

Application Process

06

Now What

Underlying Principles

- Non-profit organizations are not entitled to support – they must earn it
- Proposals are not only about “raising money” but also about “creating relationships, partnerships, friendships.”
- Proposal writing involves “selling” your organization and your idea to a potential funder
- Focus on the needs your organization is meeting in the community rather than the needs of your organization
- Don't decide to raise money today and expect to have it tomorrow



Shift Your Perspective

Organization Focused

Q: What's the problem?

A: Our organization doesn't have enough money.

Q: What's the solution?

A: Give use more money!

Q: What's the result?

A: We remain operational!

Cause Focused

Q: What's the problem?

A: an explicit community need.

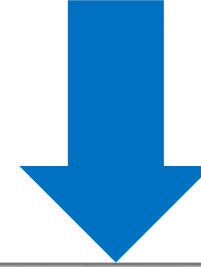
Q: What's the solution?

A: Your evidence-based program and services.

Q: What's the result?

A: the Community need is impacted

Steps in the Grant Application Process



PREPARATION & RESEARCH

- Scan you environment
- Identify opportunity or need
- Gather evidence

DEVELOPING & WRITING PROPOSALS/PLANS

- Clearly define purpose, goals, objectives and project plan
- Completeness; budgeting and timelines
- Demonstrate partnerships / show public support
- Demonstrate organizational capacity

EXPLORE, IDENTIFY, AND GET TO KNOW YOUR FUNDING SOURCE

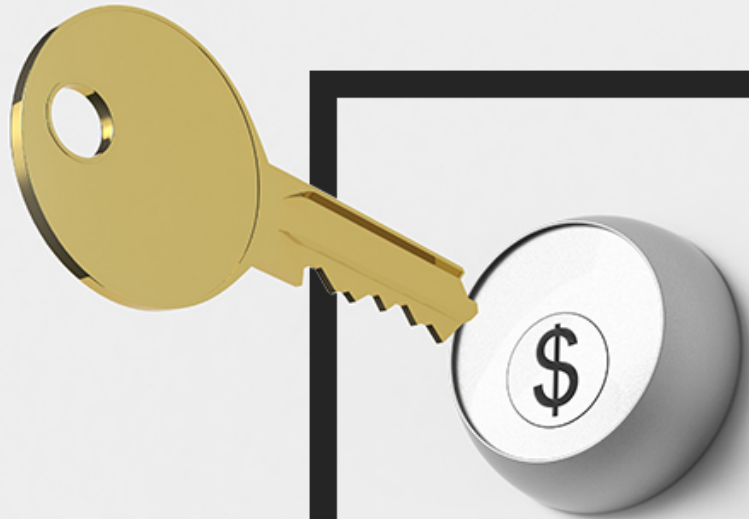
- Identify funding opportunities
- Understand and align with the objectives of funding organization
- Know your funding source

APPLY FOR THE GRANT

- Read the grant or request for proposal
- Complete all of the funder's requirements
- Submit on time with all of the necessary information/ supporting documents

SUCCESS

- Implement the project/program
- Meeting all funder's timelines, reporting requirements etc.
- Communicate, Communicate, Communicate



Research & Preparation

Research



NEEDS (Issue identification/deficit perspective)

- What is your idea? Is the idea or project based on an **identified need** in your community or communities?

OPPORTUNITIES (asset perspective)

- What is your idea? Is the idea or project based on an **identified opportunity**?

What **EVIDENCE** (qualitative and/or quantitative) do you have that shows this need/issue/opportunity exists?

Planning Questions for Consideration:

- Why should your community project or program exist?
- What does your project expect to do? *Describe the future...*
- What resources will you use?
- How and when will the project or program operate?
- What support is needed?
- How will the project or program be financed beyond grant dollars? *Is it sustainable...*

Activity 1

Task:

- Describe 1 need/opportunity that currently exists in your community.

Instructions:

- Individually reflect on the task. Jot your ideas on a post it. (2 mins)
- In groups of three (3) share your ideas. Decide as a group which of the ideas you want to explore further. Record how you made your selection (the criteria you used). (3 mins)
- Identify what evidence currently exists that helps describe the need or opportunity you selected. (3 mins)
- Describe what additional sources of information you could access to help confirm / reject the need or opportunity you selected. (2 mins)
- Describe the resources available in the community / region that could help advance / support the project should you receive funding. (5 mins)



The Proposal

The What

Proposal Design

Basic Components of a Proposal Package:

- Proposal / Executive Summary
- Introduction / Organization Information
- Problem/ Need / Situation Description
- Goals / Objectives
- Activities (methods or design)
- Outcomes (impact of activities)
- Evaluation
- Conclusion
- Future Funding
- Project Budget
- Appendices / Supplemental Materials

Writing Sequence

- **Problem statement**
- **Goals / Objectives**
- **Activities**
- **Evaluation**
- Future funding
- Budget, time table
- Introduction
- Title (cover) page
- Summary
- Appendices

Problem Statement

What problem, issue, or opportunity is your project trying to address?

- Your statement of the problem—your need—represents the reason behind your proposal.
- Briefly explain what needs to change: why is there is a need for change?
- Answer the question, “What community problem or issue does my project or program solve?”

Other Terms for “Problem Statement”

- Issue Statement
- Statement of Need
- Needs Assessment
- Situation
- Opportunity



Problem Statement

Incorrect Example:

“ABC School needs to hire a safety officer to police and protect its students”

Correct Example:

“Over the past year there has been a 65% increase in crime and violence towards students in ABC school.”

Comments:

- The problem statement needs to describe why you feel you need a safety officer.
- The hiring of a safety officer is part of the solution to the problem – not the problem. It is a very common error to state the solution (method) when describing the problem. Aim to get at the root causes when describing problems.

Activity 2

Task:

Practice crafting content for project proposal components. **Create a problem or opportunity statement.**

Instructions:

In groups of 3:

- Discuss / describe a problem or opportunity that you have in common.
- List 2 or more pieces of evidence you have that support your thinking.
- Create a problem or opportunity statement.

Time permitting:

- Create one goal statement (desired end state)
- Create one objective (measurable change you will achieve)
- Identify a potential method (solution) and your rationale for why you selected this approach (your theory of change).

Goals & Objectives

- Goals are outcome based statements that describe what results the organization wants to accomplish.
- Objectives describe how you will work to achieve your goals. They should be concrete, precise and measurable

Activities

- What you will be doing to achieve your results
- Describes how you will accomplish objectives
- Should tie into objects and align with the problem, issue or opportunity statement
- Should be feasible and logical

Outcomes

- Benefit or change as a result of your initiative
- Change in skill or knowledge
- Change in attitude or behaviour
- Change in status or condition

Evaluation

- Plan for determining the degree to which goals and objectives are met and methods are followed
- How you will use the results.

Budget

- Describes all project costs and explanation for each expense.
- Figures are 100% accurate.
- Specify all sources of income

Example

Problem Statement

“Over the past year there has been a 65% increase in crime and violence towards students in ABC school.”

Evidence:

- Minimum period of data collection to measure increase
- Number of reported property crimes
- Number of reported violent crimes/bullying behavior

Goal /Outcome Statement

- A safe and caring school free from crime and violence

Objectives (SMART)

- Decrease in property crime by 15% each year.

Proposed Solution & Theory of Change

- Hiring a school police officer. Presence of law enforcement will deter crime (theft from lockers).

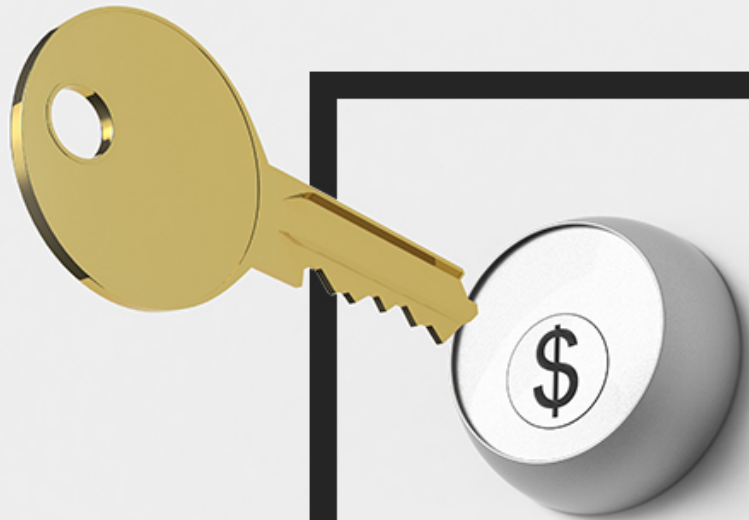
Budget

- The budget that accompanies the text in your application should tell the same story.
- It should be easy to see the links between your proposed activities and the budget.
- It should be realistic.
- Provide accurate figures based on quotes.
- What are the expenses – how are they related to your project?



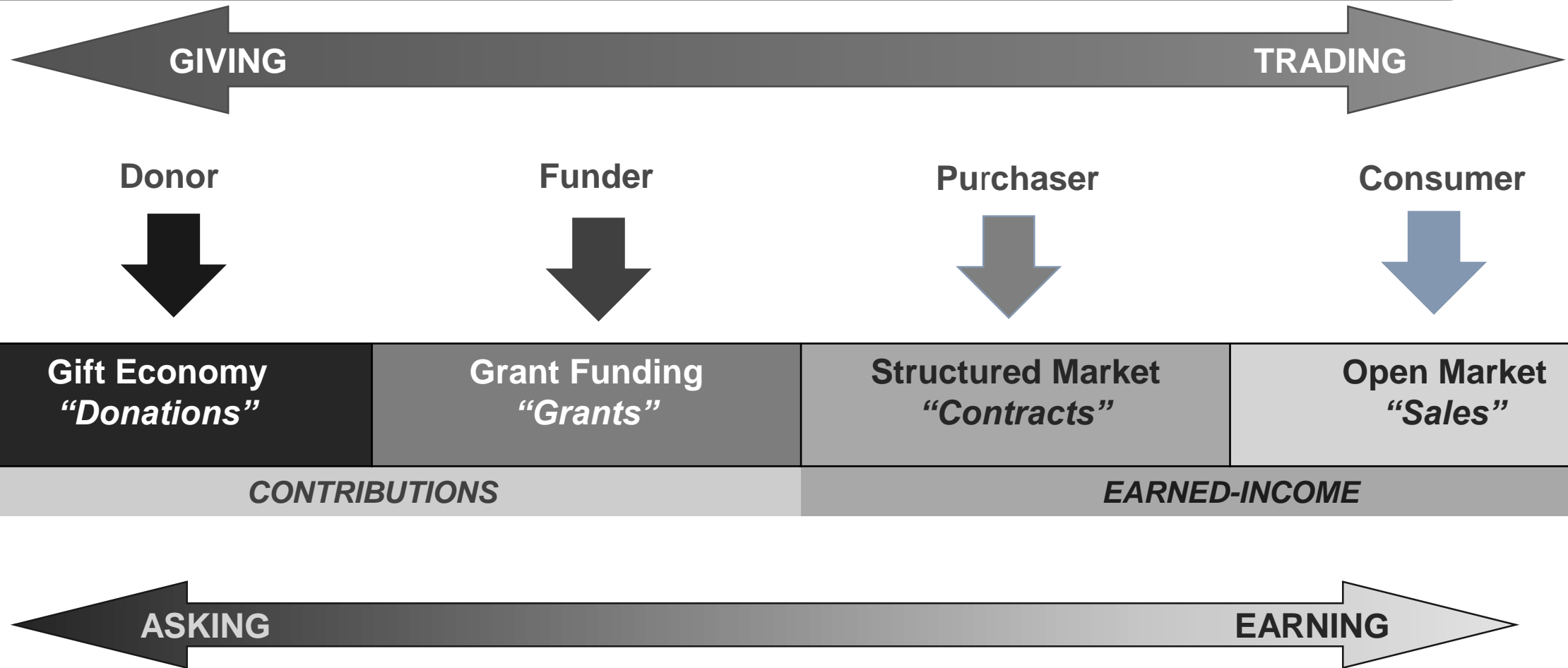
Budgets should tell the same story in numbers based on accurate quotes, estimates, etc.





Explore Income/
Funding Sources

The Nonprofit Income Spectrum



Adapted from the National Council of Voluntary Organizations, *Introductory Pack on Funding and Finance: Guide to Sustainable Funding*, 2006, p 13. <http://www.scribd.com/doc/188860093/Guide-to-sustainable-funding>, accessed March 17, 2014.

Comparison of Funding Sources

Government

- Program areas well defined
- Committed to making an award
- Competitive
- Peer review
- Result: grant or contract

Foundations

- Program areas broadly defined
- Managed by their own trustees or directors
- No peer review
- Rarely fund operating costs
- Result: grant

Corporations

- Enlightened self-interest
- Not committed to “giving away” \$
- Usually need to know someone
- Bottom line
- Result: grant or contract

Associations

- Funding may be available through local, provincial, and national chapters
- Can be competitive
- Give in-kind contributions
- Result: grants or sponsorship

Categories of Grants

General Purpose or Operating

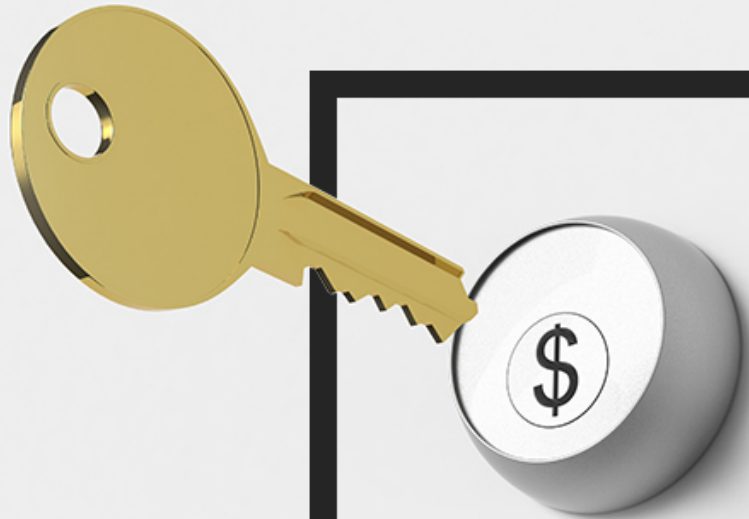
Program or Project

- Planning
- Seed money or start-up
- Management or technical assistance
- Facilities and equipment
- Endowment



Where to look...

- Corporations/ Local Industry
- Foundations (Private/Public)
- Government (Federal/Provincial/Municipal)
- Grant directories and databases
- The Internet - International Organizations
- Newsgroups, publications, forums and blogs
- Local libraries
- Ask your colleagues, friends, families, board members



Get To Know the
Funding Source

Knowing your Funding Source

Look online and everywhere you can (publications i.e. Community Foundations)

WHO ARE THEY?

- What is their mandate?
- How, what, when, who do they fund? (amounts, frequency, sectors)
- Who have they previously funded?



*This is important –
spend time on this!*

WHO ARE YOU?

- What is your mandate? How well does it align with the funder?
- Does the funder seem like a “good fit” with your organization? (culture, philosophy)

CONTACT THE FUNDER before you write your proposal. Be sure to clearly understand their guidelines and eligibility criteria.

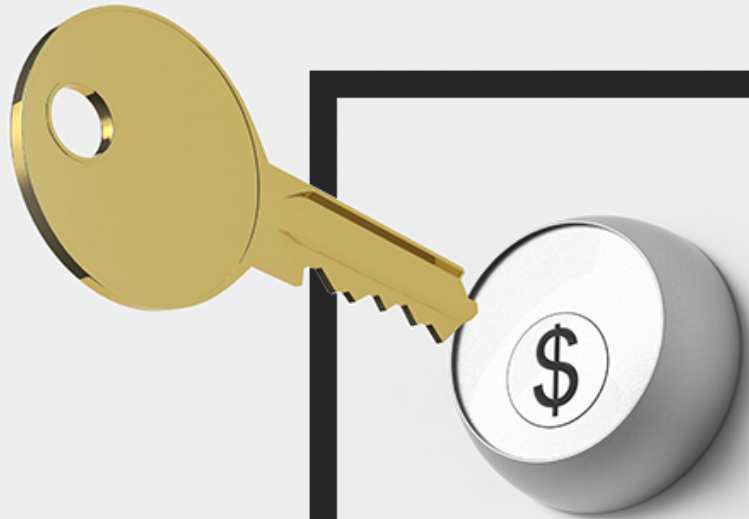
Funders:

- Prefer to fund projects that are expressed in simple terms and will meet a clearly identified need or opportunity.
- Are more likely to fund your project if they are assured you have a plan for sustainability beyond the initial grant.
- Give money to organizations they trust, projects they feel confident about and causes aligned with their mandate.
- Are often risk adverse.



*Funders don't fund good ideas...
they fund projects they can
understand and defend.*





Applying for Funding

You have decided to apply...now what?

- Print the application – go through it make notes
- Make or get a Checklist
- Start a file and keep track of:
 - What is required
 - When is it due
 - Who is responsible for what



The Grant Application or RFP

- Read it
 - Over and over
 - And over and over
- Attend RFP or Grant Info Sessions
- Have others read it.
- Can you answer the questions?
 - If not, why not?
 - Take a step back and a deep breath
 - Review the project and your readiness
 - Review the fit with this grant



“Agreed. We fund only those proposals we can understand.”

Answering the questions

- Answer the questions.....
- Answer the questions realizing you will be scored!
- Use elements of your proposals to inform the response to the grant application questions.
- “See attached” or “view masterplan” are not adequate responses.
- Paint a very clear picture - ensure it is a consistent story from start to finish including the budget.

Applying....

- Get it in...on time, in the method specified with all of the mandatories!
- Keep a copy of your application
- WAIT.... What if something changes after you've submitted your application/proposal??
- Provide any additional information they request



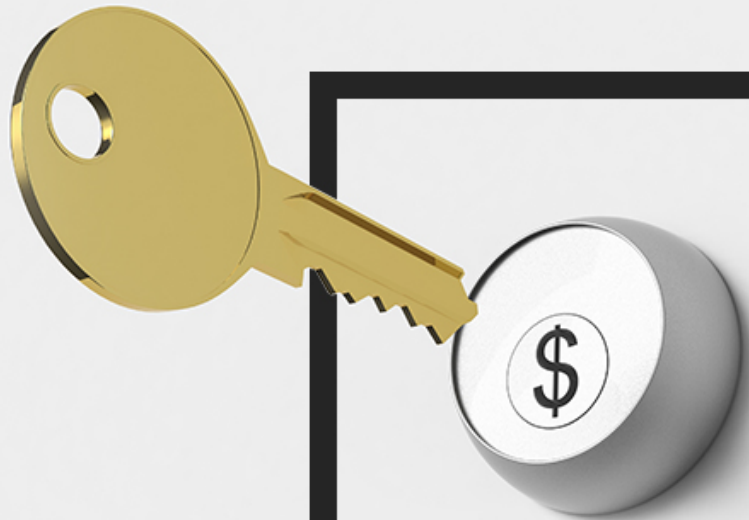


Unsuccessful or partially successful applications

Always something to be learned!

- Ask why the decision was made
- Ask for feedback
- Treat it like an interview for a job!

Now you probably have a well thought out project so.... Look for more grants.



Woohoo You Got the Grant

Now What?

It's Not Just About the Money...

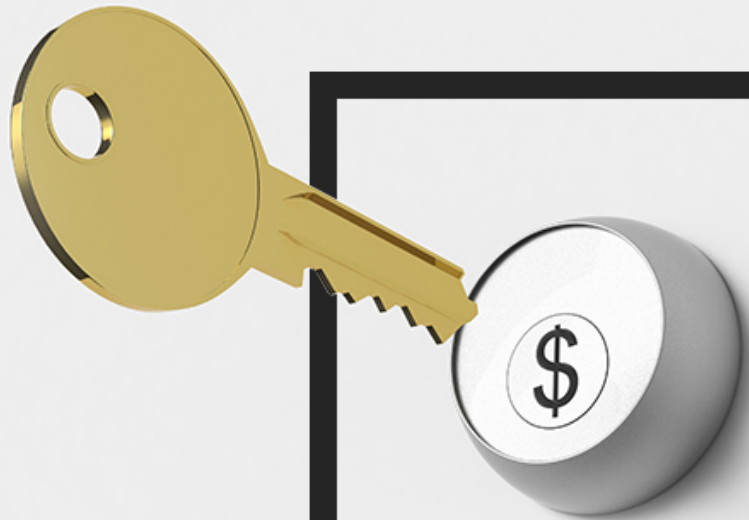
From this point forward, everything you do or don't do could impact future funding opportunities:

- Know what you promised in your application
- Know what the funder requires and when
- Remember that checklist: Hang somewhere prominent for all involved to use
- Give MORE than required

Reporting

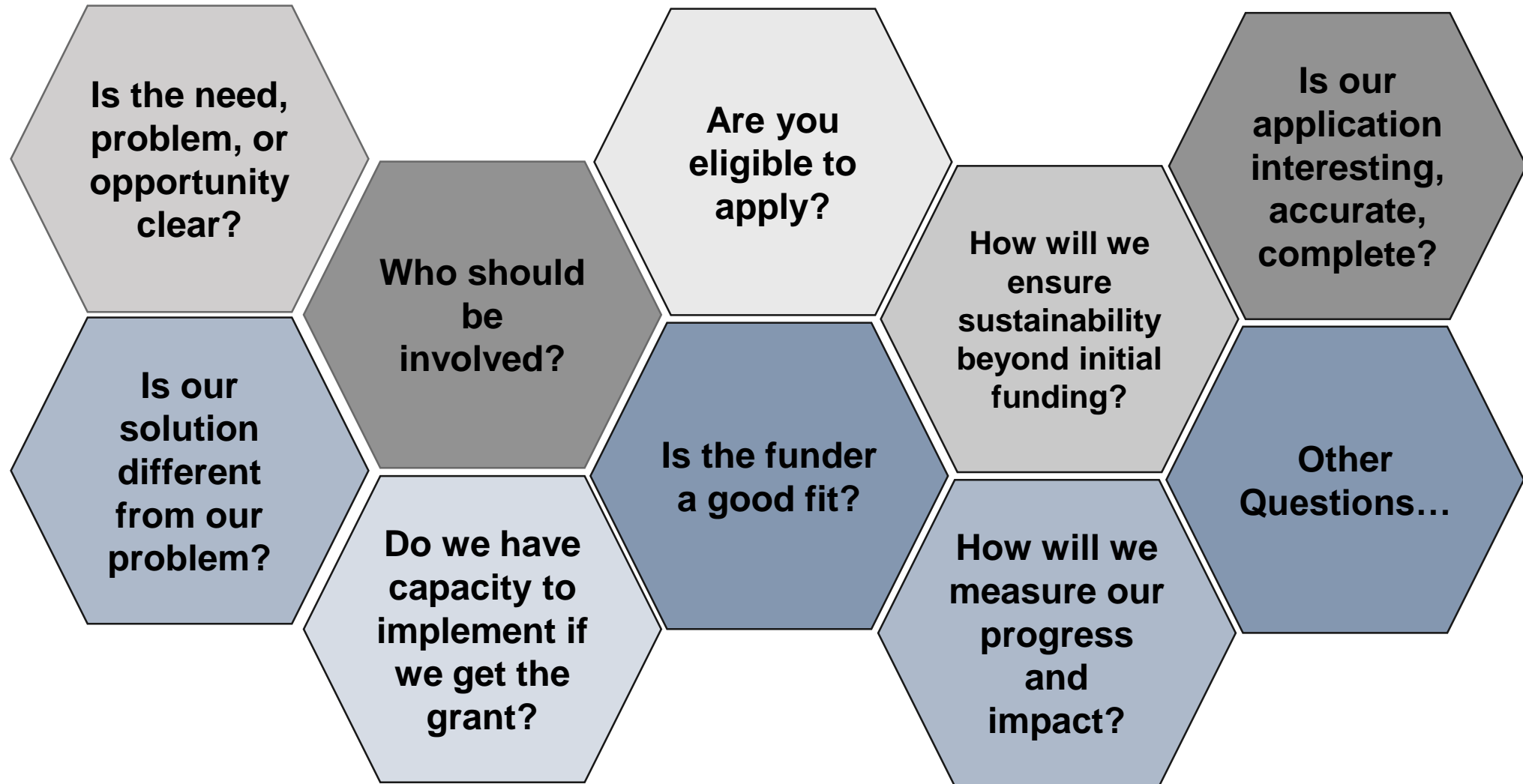
- Ensure your financials are in order
- Keep copies of ANYTHING with the logo or mention of the funder
- Track volunteer time
- Measureable outcomes – measure them!
- Invite funders to events
- Provide copies of community support – letters, social media mentions, etc.
- A thank you letter, card, or something tangible is appreciated





Summary

Questions to Consider ...



Final Thoughts

- It takes TIME and COMMITMENT.
- Identifying, preparing, and researching ahead of time improves the success rate.
- There is no one right way to research grants.
- It is not effective to look for projects that fit funding.
- Involve the community and check for duplication of efforts
- Clearly understand the funder's guidelines before you write your proposal.
- Good communication and relationship building are KEY.





Video

The Grantsmanship Center: 8 Reasons You'll Get the Grant.

THE GRANTSMANSHIP CENTER

5. You just want to do good things.

6. You understand the problem, have a solid plan, and intend to produce results.

WHERE

WHY

WHEN?

WHO

SOLUTION

HOW?

WHAT

© 2011 The Grantsmanship Center

The video frame displays a slide with two reasons for getting a grant. The first reason, '5. You just want to do good things.', is on a red background. The second reason, '6. You understand the problem, have a solid plan, and intend to produce results.', is on a green background. Below the text, there is a photograph of a man in a red and blue superhero costume with his arms crossed. To the right of the photo is a diagram with 'SOLUTION' in a central oval, connected to boxes labeled 'WHERE', 'WHY', 'WHEN?', 'WHO', 'HOW?', and 'WHAT'. A hand is pointing at the 'HOW?' box. The Grantsmanship Center logo is in the top right corner, and a copyright notice is at the bottom.



Evaluation

Please complete both sides.



Thank You

For More Information:

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Alberta  Culture and Tourism

Community Development Unit

www.culture.alberta.ca/communitydevelopment