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Mary Wise Date

Finding, Preparing and Writing Grants:

A Manual for Securing Funding for HCDP-Ghana

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_____

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A Manual for Securing Funding for HCDP-Ghana

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2012

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An abstract of
A thesis submitted to the Faculty of the
Rollins School of Public Health of Emory University
in partial fulfillment of the requirements for the degree of
Master of Public Health
in Global Health
2015

Abstract

Finding, Preparing and Writing Grants:

A Manual for Securing Funding for HCDP-Ghana

By Mary Wise

Background: The small local Ghanaian NGO HCDP-Ghana works to improve the lives of its fellow Ghanaians through community partnerships to identify problems and solutions to their most pressing public health and development concerns. HCDP-Ghana is having trouble securing and maintaining a funding base.

Objective: This SSP seeks to provide a grant writing manual tailored to the needs of HCDP-Ghana to explain the process of grant writing in order to expand and diversify their funding sources. It also seeks to provide a resource of potential funders through a Grants Database.

Methods: The general outline for the manual was created through discussions with the founder and executive director of HCDP-Ghana, to ensure that desired topical areas and examples were included. The remaining information was created through review of current manuals, relevant coursework at Rollins School of Public Health and experiences of the investigator while working in the Competitive Bids Unit at CARE International for the past 2 years.

Results: The grant writing manual, as well as the Grants Database produced for the SSP, provide information about identifying appropriate potential funding sources, steps to take while preparing for grant writing, and tips for writing a successful grant application. The Grants Database provides appropriate potential funding opportunities for HCDP-Ghana.

Conclusions: With these resources, HCDP-Ghana will be able to produce stronger grant applications to more appropriate funders. Hopefully, this will lead to a more sustainable future for HCDP-Ghana.

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Acknowledgements:

I would like to thank my family and friends who supported me through the whole process- breakdowns and all. And a special thank you to Richard- you inspire me every day.

Table of Contents:

Chapter 1: Introduction and Rationale……1

Chapter 2: Literature Review ……..…….5

Chapter 3: Methods & Project Content……..13

Methods……..…..13

Manual: **……1**

1. Background Info on Grant Writing……..…4
2. Pre-Grant writing activities…….....16
3. The Grant Application……... 18

Appendix 1- Tables…….33

Table 1…….33

Table 2……...9

Table 3…….35

Table 4…….36

Table 5…….36

Table 6…….36

Table 7…….37

Table 8…….26

Table 9…….39

Table 10……...40

Table 11……41

Appendix 2 – Figures……....44

Figure 1……..45

Figure 2……..24

Figure3……..24

Figure4……..….46

Figure5…….47

Appendix 3 – Documents……48

Document 1……..……48

Chapter 4: Discussion, Conclusion and Recommendations……...15

References……...17

Chapter 1: Introduction and Rationale

Humanity and Community Development Projects (HCDP-Ghana), is a small Ghanaian NGO which seeks to empower local communities through a facilitated approach to defining community needs and creating lasting solutions to these problems. Started by Mr. Richard Anku in 2009, HCDP-Ghana is a registered non-profit NGO and volunteer organization incorporated in Ghana. Over the last 6 years, Mr. Anku has overseen many projects in collaboration with local communities and US organizations. Notable partnerships have been with SPAID (Student Partnership for Aid and Development), Omprakash, Omprakash Edge, the I.T department of the College of William and Mary, Water for Students by Students- a student organization, and Village in Need.

The main aim of HCDP-Ghana is to "open the awareness of rural people to their own potentials and capabilities to identify and foster their own developmental needs and initiatives. To help them take up these initiatives, HCDP-Ghana helps promote modern scientific education, knowledgeable healthcare and better community lives. HCDP-Ghana works in partnership with local communities on self designed development projects" (HCDP, 2015). The general areas of focus thus far have been on WASH, education, building schools and providing computer labs in rural communities to teach IT skills to students.

HCDP-Ghana works in the Volta Region of Ghana, which is located in the eastern part of the country. The organization headquarters is in Ho, Ghana, but is involved in projects all across the region. Operating with a very limited staff of 6 volunteer individuals, HCDP-Ghana truly values collaboration and the power of communities to unite and accomplish projects. The

focus is on facilitating community projects and connecting community leaders to sources of support.

Problem Statement

Securing and maintaining a funding base is not a new problem for international development organizations or local development organizations. In fact, most organizations struggle to obtain consistent funding for programs. This proves to be even more difficult for small organizations that are based in developing countries. HCDP-Ghana falls into the latter category.

Many funding sources are looking for and expecting community based innovations utilizing participatory methods that focus on the involvement of the local community. This is reflected in the requirements for many major private funders (such as The Gates Foundation and The Ford Foundation) as well as government funding sources. Small organizations who are community based, like HCDP-Ghana, are often the organizations that incorporate the participatory approach most assiduously and yet they are often the same organizations without connections to funding opportunities.

In addition to the difficulty in finding sources, there is also a capacity issue. HCDP-Ghana has a very small staff (6 persons) who all have other jobs and many of whom are currently in school or university. There is very little time or capacity to find and write funding proposals. Most of the staff is also not confident in their proposal writing abilities (e.g. fear of using grammatically incorrect sentences/ awkward jargon) since they have no experience in grant writing and do not know what funders are looking for. As a Ghanaian organization run by

Ghanaians, it can be difficult to understand exactly what external funders are looking for in proposals or what search terms to use to find well matched opportunities.

And finally, the current funding streams HCDP-Ghana has are not sustainable. Utilizing mostly volunteer fees, private donations and one time grants, HCDP-Ghana often does not know if or when it will receive funding for the many ongoing programs. This can have negative impacts on the programs, causing long delays in implementation and uneasy (at best) relations with communities. Most projects are therefore funded using sweat equity of staff, good will, and community members' donations of time, labor and skills.

HCDP-Ghana has survived this long due to its visionary leader who wishes to do all he can to improve the lives of his fellow Ghanaians. In order to move forward and sustain itself, it is necessary for HCDP-Ghana to diversify and strengthen its funding streams. Staff members at HCDP-Ghana have expressed the desire for a manual to aid in improving their grant writing capabilities.

Purpose statement

The purpose of this SSP is to produce a manual tailored to the needs of HCDP-Ghana that describes what goes into each section of an average grant application. This will directly fulfill the need expressed by HCDP-Ghana's leadership. It is intended as a standalone document that explains how to apply for funding in order for HCDP-Ghana to sustain itself financially. As it is written specifically for HCDP-Ghana, it is not meant to be generalizable to other similar organizations although it may be helpful for others in similar circumstances.

Each section of the Manual will provide specific examples from HCDP-Ghana's work that best represents the organization's mission and vision. Additionally, it will include some outstanding examples from other organizations that can be of use to HCDP-Ghana. The Manual will also describe the specific circumstances that are necessary in order to find, create, and submit a winning proposal. Ideally, this Manual will be used to train current and future staff how to write successful grant applications.

The Manual also includes a Grants Database. This piece serves as a compliment to the Manual by providing a list of funding opportunities that are a good fit for HCDP-Ghana.

The Grants Database will provide a list of funding opportunities that are a good fit for HCDP-Ghana, i.e. funding sources that are supportive of the goal and mission of HCDP-Ghana. Other criteria for inclusion in the Grants Database are that grants are appropriate in terms of size of grant and management expectations/capabilities. This Grants Database is intended to be a dynamic and fluid way to track upcoming funding opportunities. HCDP-Ghana staff will be trained to keep the database current and relevant by the investigator.

Significance statement

The tailored format of this Manual will teach future staff members of HCDP-Ghana how to write strong grant applications. With stronger grant applications to more appropriate funders, HCDP-Ghana will hopefully be more successful in fund raising. This could lead to a more sustainable future for HCDP-Ghana.

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Chapter 2: Literature Review

Funding is the life blood of organizations, whether large NGOs like CARE and Save the Children or small local NGOs like HCDP-Ghana, each depend on consistent revenue streams to allow their work to progress towards their respective visions. But for small local NGOs like HCDP-Ghana, receiving international funds seems to be necessary for survival. A study released in 2011 looked at the impact of foreign funding on NGO survival for several Ugandan NGOs and found that receiving international funding or grants was "the biggest factor for its survival, rather than the effectiveness" or any other criteria (Burger & Owens, 2011).

While there are many different sources of funding, from private donations to social entrepreneurship and crowd sourcing, grants provide the most funds to local NGOs. Another study on Ugandan NGOs found that 80% of total NGO sector funds come from international grants while <3% is from private donations (Fafchamps & Owens, 2006). While this study specifically looked at Uganda, the trend seems to hold true across other African countries (Fafchamps & Owens, 2009).

Funders provide billions of dollars in aid money each year for development work. . In fact, global health funding as of 2013 was at a record breaking high with $31.3 billion in funds (IHME, 2013). This accounts for both private and public funds. USAID provided almost $11 billion dollars in aid in 2013, 35% of total global health funding (USAID, 2015). There are also thousands of foundations which provide funds to NGOs. The Foundation Center, a website which houses a database on grant opportunities, currently lists over $22 billion dollars of grant opportunities, although these funds not exclusive to global health (The Foundation Center, 2011).

In terms of economic activity, NGOs account for $1.6 trillion per year, 5% of the global domestic product worldwide (BBB, 2006). In Africa, there has been significant growth in funding, growing from $1 billion USD in external aid in 1990 to nearly $3.5 Billion USD at the end of the century (Reuben, 2002).

Competition

Despite this seemingly large amount of funding for health and development, there are many difficulties associated with securing the funding. The number of NGOs worldwide proliferated quickly in the 1990s with *The Economist* estimating a rise from 6,000 in 1990 to 26,000 in 1996. (*The Economist* 1999). In 2002, the estimate was 37,000 International NGOs (INGOs). Of these, the UNDP Human Development Report stated that one-fifth of the world's international NGOs were created from 1990 to 2002 (McGann, 2005). And, it is currently estimated that over 1 million local organizations, like HCDP-Ghana, exist worldwide (Fengler, 2010). In Ghana alone, an estimate from 10 years ago put the number anywhere from 900 to 1,500, and it is likely that the number has only increased since then (Bob-Milliar, 2005).

With so many organizations competing for the same funds, grant makers have to make decisions on what programs and organizations they will fund; they simply don't have enough funds to accept every request. The Foundation Center found that 35% of the foundations in their database funded 50% or more of the grant requests they received. The rate is considerably lower for larger foundations and corporate foundations (such as Kellogg Foundation and the Walton Family Foundation) that receive over 1,000 proposals for each solicitation or request for proposals (Foundation Center, 2004).

After first eliminating those organizations that do not fall within the funder's interests and then excluding those applicants who don't follow the application guidelines, funders either have to wade through all of the letters of intent to triage potential proposals or jump straight into the sea of grant proposals and decide which ones to fund. A decision to review a proposal often comes down to the strength of the grant proposal and the strength of the organization itself.

What Funders Look For

Looking more closely at the decision of which grant proposal to fund, there are many things that funding entities consider. A study by Fafchamps looked at 300 local NGOs in Uganda and found that there were four main characteristics of the local NGOs who received international grant funding (Fafchamps & Owens, 2009). First, they were more likely to be well connected/members of NGO networks or umbrella organizations. Second, they had well educated and well connected managers. Third, they raised fewer resources domestically. And fourth, the donors awarded grants repeatedly to the same NGOs. There are also several factors that hold back small local NGOs from getting their proposals funded that are more inherent in the application itself. One of the hardest obstacles to overcome is the relative abundance of local NGOs whose sole purpose is to obtain grant funding and then disappear when they do or do not receive funding (Fafchamps & Owens, 2006). For example, only one fourth of the 1,700 NGOs registered in Kampala could be located during the Fafchamps study. These organizations taint the field for the many local NGOs who are legitimate organizations. .

In Ghana in particular, there are many such NGOs, those who have lost sight of their main objectives and instead aim only at somehow making a profit (Bob-Milliar, 2005). This is most common among those NGOs which focus on micro-credit. There are also many political NGOs who only provide assistance to assure votes in elections and then disappear. Another problem with there being so many NGOs is the duplication of work where many organizations work on the same issue in the same area. For instance, in Accra, about 60% of registered NGOs are engaged in AIDS awareness campaigns (Bob-Milliar, 2005).

Local organizations are also seen to lack skills to successfully and accurately implement, monitor and evaluate programs and services. J. Cravens in his report *"Basic tips for fund-raising for small NGOs / civil society in developing countries"* suggests overcoming the challenge of seeming to lack infrastructure and accountability to process funds by taking preparatory actions before attempting to secure funding (Cravens, 2006). One way to do this is ensuring that there are detailed M & E plans in place and staff members are assigned to each activity. He also suggests building up social networks and relationships with other NGOs and funders as a way to build accountability with funders.

In general funders often prefer to work with local NGOs rather than governments, because they are seen as more committed and less corrupt (Fafchamps & Owens, 2009). There are many individuals (OECD 1988, Elliott 1987, Ferandez 1987, Garilao 1987) who think that it is local NGOs who are best placed to "articulate the needs of the weak, provide services and development in remote areas, to encourage the changes in attitudes and practices necessary to curtail discrimination, to identify and redress threats to the environment, and to nature the productive capacity of the most vulnerable groups such as the disabled and landless" (Clark,

1993). Funders often see local NGOs as sub-contractors for their own activities as opposed to funding new ideas and therefore value flexibility in organizations.

The Influence of Donors on Local NGOs

These expectations can lead to many negative consequences for local NGOs. The University of Natal looked at how donors have influenced local NGOs by requiring Logframes and other rigid monitoring data that are often not requested by smaller donors. Bornstein argues that these strict guidelines lead to tensions between donors and recipients due to pressure to conform to procedures that don't necessarily help the organization. For example, many funders promote advocacy "without understanding that local organizations may have competing policy objectives and that political processes may not be pluralistic, transparent and open to debate or reform". Additionally, participatory methods with people-centered development do not translate well onto a Logframe approach (Borenstein, 2003).

A report by the Institute of Development Studies looked at small NGOs in Zimbabwe and Nepal to determine if external funding strengthens or undermines the special organizational characteristics that donors expect to find in NGOs. It found that sometimes there were unintended negative consequences to funding these local organizations. Short term, the organizations have an internal crisis of sorts due to the sudden influx of funds leading to more emphasis and respect being placed on those staff members who are better able to interact with donor agencies and in return marginalization of the staff who actually implement activities in the communities. Over time, this also leads the local organizations to reflect the main structure, values and procedures of the donor agencies in order to be more appealing. Therefore, they

are less innovative and over time use fewer and fewer participatory techniques (Moore & Stewart 1998).

There can also be negative side effects that occur when NGOs rely too heavily on external funding. A study by the Institute of Development Studies mentions that with the uncertainty of this type of funding, organizations are not able to plan or implement their projects properly. Additionally, the study suggests techniques to combat this dependency (Banks & Hulme, 2012). These include: turning down funding that is not in line with the organization's mission and values, which shows that the organization stays true to themselves; and having a diverse pool of funding sources to avoid too much reliance on one source.

Effectiveness of Different Grant Writing Aids

With the necessity of successful grant writing to ensure survival of small local NGOs, there are thousands of resources available to aid these organizations through the process. The most expensive and most tailored option is to hire a grant writing consultant to write grant proposals. These highly skilled and trained grant writers often have formal certification and usually list their win-rate (Grant Professionals, 2015). While highly effective when talented consultants are used, this method is usually not available to local NGOs like HCDP-Ghana because of the expense required to hire the consultants. . Hired consultants also do not know as much about the organization or its vision and can therefore not always express fully the vision of the intended program. Even if the proposal is funded it may result in a program the local NGO does not know how to run.

Another option to improve grant writing success is through workshop attendance. While these are often cheaper than hiring a consultant, they can still cost more money than a local NGO can afford to spend. It is becoming more common for there to be free online workshops/ trainings. These in person/real time sessions allow for local organizations to ask direct questions as well as interact with expert grant writers and other local organizations. While helpful from a networking and reduced cost perspective, the number of participants in a session often means that it is not possible to give organizations tailored advice. Funds for NGOs, a website dedicated to providing resources on grants and funding, has several such webinars. Unfortunately, there are no published statistics on how helpful, useful or effective these sessions are at improving the win rate of an organization.

The cheapest and most common grant writing aids are found through internet searches and online books/manuals. A simple google search will turn up thousands of such manuals and tips to improve grant writing success. Table 1 (see Appendix 1) provides a list of the best grant writing books as determined by an expert in the field, Michael Wells. These contain lots of good general information but have few examples or application. Additionally, it can be difficult to understand how to implement all of the suggestions. This is a common complaint from HCDP-Ghana. Lastly, the resources do not contain all the information HCDP-Ghana desires in one place, and with the limited human capacity and time of HCDP-Ghana's staff, a manual that has all the necessary information in one place can save time and money.

Conclusions

In summary, funding, especially funding from foreign sources, is essential to the success of small local NGOs. So, for these organizations that do not have the money, or more

importantly, the human resources, to put together a solid grant application, what do they do? This SSP is intended to provide HDCP-Ghana with a simple straight forward manual covering both the basic how to's of grant writing while also providing specific examples and suggestions tailored to the organization. The Manual can be a key source of institutional memory so that when new team members are brought onboard the knowledge exists in the organization and it is shared with new members.

Chapter 3: Methods & Results

Methods

The creation of this SSP, and more specifically the grant writing Manual, began by discussion with the Executive Director and founder of HCDP-Ghana about his expectations and goals for the project. Working together, an outline of topic areas and desired examples/applications was created. The investigator then began searching for manuals with similar goals. These manuals were reviewed and relevant useful information was extracted.

For the sections on pre-grant writing activities, most of the information was gleaned from experience working in the Competitive Bids Unit at CARE for the last 2 years. During this time, the investigator created an online course for CARE country offices that explained the process of identifying, applying and securing US government funding. Much of this information was adapted for this Manual. Most of the investigator's work since then has been helping with different parts in the bid process. Working with many experts in the field as well as the exemplar how-to guides and documents they produced, the investigator was able to glean useful tips for best practices during the entire process.

The M&E sections of the Manual and the examples provided were created by utilizing knowledge from a course on monitoring and evaluation in the Rollins School of Public Health. I modeled the section after the structure of the course and implemented the methods we learned to create project specific examples for HCDP-Ghana.

Most of the examples that were created for HCDP-Ghana covered the topic area of WASH. While HCDP-Ghana has many projects outside of the WASH area, my own background is stronger in WASH than any of the other focus areas that HCDP-Ghana works in.

Therefore I found that focusing on this one topic area produced higher quality materials that could be used in tandem with one another.

Lastly, the Grants Database itself was created through specific internet and database searches using key words. Development blogs were also very help as they provided an online community that shared much information about the best organizations for small grants. Additionally, a report by members of Participatory Development Associates from 2005 lists funding opportunities for local organizations in Ghana (Gakor 2005). While out of date, there were still many organizations that could be potential funders for HCDP-Ghana.

Finding, Preparing and Writing Grants:

A Manual for Securing Funding for HCDP-Ghana

Introduction

This Manual was written for the small local Ghanaian NGO HCDP-Ghana at the request of the leadership of the organization. It contains information about identifying potential funding sources, preparing for grant writing, and writing a successful grant application. The Manual is specifically tailored to HCDP-Ghana and includes key information on the grants process supplemented by examples from the organization where helpful.

Table of Contents

1. **Background Info on Grant Writing**
   - A. Key words and definitions
   - B. Different types of funding and funders
   - C. What do funders look for?
     - i. Government funding
     - ii. Private funding sources/Foundations
     - iii. All types of funding
   - D. Finding appropriate funding sources
     - i. Government funding
     - ii. Private Funding sources/Foundations
   - E. Maintaining the Grants Database

2. **Pre-Grant writing activities**
   - A. Past Performance Reviews (PPRs)
   - B. Landscape Analysis/Situational Analysis

3. **The Grant Application**
   - A. Introduction
     - i. Cover Letter/ Letter of Inquiry
     - ii. Executive Summary
   - B. Project Description/Technical Approach
     - i. Needs Statement
     - ii. Goals and Objectives
     - iii. Strategy: Program Design
       - a. Theory of Change
       - b. Program Design
     - iv. Evaluation: M&E plan
       - a. Results Framework
       - b. Logical Framework
       - c. Program Management Plan
     - v. Sustainability
     - vi. Organization Information
     - vii. Budget
     - viii. Additional Materials

4. **Appendices**
   - Appendix 1: Tables
   - Appendix 2: Figures
   - Appendix 3: Documents

1. Background Info on Grant Writing

This first section provides the background information about how funding works. It will go over what different types of funding sources exist, what funders look for, how to find appropriate funding sources and how to maintain the Grants Database.

A. Key words and definitions:

This list of acronyms, key words and definitions are those used in the Manual for HCDP-Ghana. It is meant as a reference.

BCC- Behavior Change Communication: A method for behavior change using communication to promote positive health outcomes.

CBO- Community based organization

CHPS- Community-based Health Planning and Service: An initiative under Ghana Health Service of clinic based care at a community level

CLTS- Community Led Total Sanitation: A community level approach to behavior change that uses shame and disgust to trigger stopping open defecation

Concept Note: Preliminary description of an intended project often requested by funders before a full proposal

Contract: A type of USAID award that results from a Request for Proposal (RFP). Relationship is seen as the US government buying goods and services

Cooperative agreement: A type of USAID award that results from a Request for Application (RFA)

CSO- Civil Society Organizations: NGOs and institutions that have the interest of citizens at their core

CWSA- Community Water and Sanitation Agency: Local Ghanaian Agency which implements the NCWSP

Development- A process by which the members of a society increase their resources to produce sustainable and justly distributed improvements in their quality of life consistent with their own aspirations (Korten 1990)

Evaluation- A process to determine the extent to which a program succeeded in meeting it's goals

Fixed Obligation Grants- A type of USAID award intended for use by NGOs for conferences, studies, surveys, workshops, disaster or humanitarian relief and assistance or technical development assistance. These awards are usually smaller in size.

Funding Forecast- A document put out by USAID three times a year to give an overview of potential upcoming funding.

Funding Sources- - refers to any source of revenue for local NGOs, such as grants, private donations, foundations, government funding, entrepreneurial sources, e.g. social marketing, crowd sourcing.

GHS- Ghana Health Service

Grant- non repayable funds given from one organization (funder or grant maker) to another

GWASH- Ghana Wash Project: The most recent USAID funded WASH project in Ghana 2009-2014

HIRD- High Impact Rapid Delivery

Indicators: Statistical measurements that can be used to explain current conditions

Landscape Analysis: An overview of the policies and work being done for a certain topic area

Local NGO- for the purpose of this thesis, this is in reference to Ghanaian NGOs that are from and operate in the Volta region of Ghana, that were recreated by Ghanaians for Ghanaians and that are run and managed by Ghanaians.

M& E plan: A document that describes the organizations plans for monitoring and evaluating their project

MDG- Millennium Development Goals

MLGRDE- Ministry of Local Government, Rural Development and Environment

Monitoring: the ongoing surveillance on the progress and quality of the progression of a project

MWRWH- Ministry of Water Resources, Works and Housing

NCWSP- National Community Water and Sanitation Program

NGO- Non government Organization

Non-Profit: An organization that is not making or conducted primarily to make a profit

ODF- Open Defecation free

PMP- Program Management Plan: A document used to plan the timing of activities, data collection and project implementation

PPRs- Past Performance Reviews: A document that gives an overview of the role an organization played in a past project.

Prime: For USAID bids, the main organization applying for funding.

Qualitative Methods- A way of collecting data that often results in qualitative (word) answers; e.g. focus group discussions, in-depth interviews, etc

Quantitative Methods- A way of collecting data that results in quantitative answers; e.g. surveys, counting etc

SHEP- School Health Education Program

SIP- Strategic Investment Plans: goals set by the Ghanaian government to untie the water and sanitation sectors throughout Ghana

Situational Analysis- Information gathered giving an overview of the different key players in a specific geographic area and the work that is being done.

Solicitation- A note by funders that describes the requirements and how applications will be evaluated

Sub: For USAID opportunities, the organization who is partnering with the Prime organization but does not have as big of a role.

Technical Approach: A description of the plan for completing the goals of a project

ToC- Theory of Change: The process by which a long term goal is achieved.

USAID- United States Agency for International Development

W4H- WASH for Health – 5 year WASH program funded by USAID starting this year in Ghana

WASH- Water Sanitation and Hygiene

B. Different types of funding and funders

There are many types of funding sources available to NGOs. Understanding the differences in each of these sources is critical to deciding which funders HCDP-Ghana should pursue.

In general, funding sources can fit into distinct categories**:**

- **Government** - Funding that is from government agencies and departments. Although this Manual will focus on US government funding, HCDP-Ghana should explore government sources available from other countries. There are several types of funding mechanisms within the US government. Figure 1 in Appendix 2 shows more information about the difference between these funding schemes. It is common for large NGOs who are implementing US Government funded projects to provide smaller grants to local NGOs using the funds from the project. Examples include:
    - USAID
    - CDC
    - Ministry of Health
- **Foundations**- A legal term for a specific kind of nonprofit which typically donates funds and support to other organizations. Foundations vary widely in size and scope. Examples include:
    - Bill and Melinda Gates Foundation
    - Foundation for Sustainable Development
- **Charitable Giving**- A donation or gift made by an individual or an organization to a nonprofit organization, charity or private foundation. Examples include:
    - Private donations from individuals
    - Donation of laptop computers
- **Corporate Giving (**also known as **Corporate Philanthropy)** - When for-profit entities donate some of their profits or resources to charity. Examples include:
    - The Coca Cola Foundation
- **Global Health Initiatives**- Partnerships between both public and private organizations that pool funding for specific diseases or areas.
    - Global Fund for HIV/AIDS, TB and Malaria

- **Crowd Funding**- When many individuals make monetary contributions to a project, usually via the internet in response to a campaign from the NGO.
    - Indiegogo
    - Crowdrise

Each potential funding has strengths and weaknesses. The following table presents information to consider while evaluating which would be the best to pursue.

Table 2: Pros and Cons of Various Funding Sources

	Pros	Cons
Government Grants/ Cooperative Agreements[1]	Open to creative methods More flexible during implementation of projects More consistent funding source Forecasts give idea of what will be funded- lead to possible partnerships (being a sub)	Strict guidelines for application Only focus on certain areas at a time Often are too large for an organization like HCDP Very few opportunities
Fixed Obligation Grants[2]	Often for small local organizations	Only through USAID funded projects Limited in scope/location
Government Contracts[3]		Very strict relationship- like client. Very strict budget

[1] USAID. (n.d.). Grant and Contract Process. Retrieved March 15, 2015, from http://www.usaid.gov/work-usaid/get-grant-or-contract/grant-and-contract-process
[2]Ibid
[3]Ibid
[4] Gore, E., & DiGiammarino, B. (2014, May 22). Crowdfunding for Nonprofits (SSIR). Retrieved April 10, 2015, from http://www.ssireview.org/blog/entry/crowdfunding_for_nonprofits

Private Donations	Don't have to keep track of what money is used for as closely Don't have to apply	Very hard to get much money. No consistent funding No official application process so hard to plan
Grants from Foundations	Usually more flexible in terms of budget expectation and keeping track of money.	Often more specific in what they are looking for
Crowd Funding[4]	Can open up new donor networks Can communicate with donors directly	Time consuming to create and maintain a campaign Hard to distinguish self from other organizations Must have compelling specific message

For HCDP Ghana, the investigator would suggest a focus on foundations and other grant makers that offer small grants. It is also a good idea to focus on sub-grants that might be obtained through partnership with larger US government projects. More information about these types of funding can be found in the section on finding appropriate funding sources under government funding. All of the suggested foundations, grant makers and government funding opportunities that have been found to be appropriate for HCDP-Ghana can be found in the Database.

Solicited vs. Unsolicited proposals

Sometimes funders accept unsolicited proposals, meaning they will accept a proposal even when there has been no official request for proposals. This is rare. It is important to check and make sure the organization is accepting proposals before going through all the trouble of writing one.

Concept Notes

Sometimes funders ask organizations to submit concept notes (also called a letter of inquiry) for a specific topic before asking for a full grant application. This document, a short summary of what would be in the grant application, allows the funder to get an idea of what HCDP-Ghana envisions for a specific program. If funders like what they see in concept notes, they will ask for a full grant application.

C. What do funders look for?

Now that we have a better idea about the different types of funders, it is important to understand what each expects and looks for in an applicant. This will allow HCDP-Ghana to tailor their grant writing efforts.

i) Government Funding

When public funders, such as government organizations, are evaluating grant applications, they first confirm the organization is eligible. For most large USAID grants, small NGOs like HCDP-Ghana are not eligible to apply. Instead, HCDP-Ghana can apply to smaller grants. Grants.gov allows users to sort by eligibility, so HCDP-Ghana should be sure to confirm that the opportunity is even possible. A later section on finding government funding will explain in more detail which opportunities HCDP-Ghana will be eligible for and how to find those opportunities.

Once government organizations eliminate those that are not eligible, they look for organizations that meet their expectations. This means all of the objectives and purposes outlined in the call for applications are met. When funders take the time to say what their objectives are, it is important to include them in the application. Often these funders specify the methods as well. These funders are also impressed by details for accountability (e.g. strong M&E plans), addressing behavior change, as well as incorporating community participation to ensure sustainability. Some general things they look for are:

- appropriate size
- location
- participation element
- meeting their objectives
- behavior change component
- accountability plans

Not all of these components will be applicable to every proposal, but when appropriate it is good to be strong in these areas.

ii). Private funding sources/foundations

Expectations of private funding sources depend on the organization. While some have very strict expectations, others truly allow for an organization to present any idea that falls into a certain category. With its community based methods, and focus on allowing communities to define and select their own issues to work on, HCDP Ghana would benefit from seeking out these types of organizations that are more flexible. Those who currently have areas of interest that overlap with HCDP-Ghana and that are more flexible have been added to the Grants Database.

Private organizations are also more open to creative forms of applications. Writing a case study in a story telling style could be a great way to highlight HCDP Ghana's unique approach to development work.

Here is an example of positive impact of highlighting individual stories through story telling. The stories were able to show the successes in changing attitudes and the process through which an individual was motivated to promote improved sanitation.

iii). All types of funding

Regardless of who is funding the opportunity, it is important to have a clear and well written application. As this is an area where HCDP feels less confident, it is suggested that sections be written and then periodically sent to be edited and read over by the volunteer who will be helping with grant writing. While it is tempting to outsource application writing completely, it is important for staff members of HCDP-Ghana to be the ones who draft the applications or proposals. Having the most knowledge of the issues and a clear idea where the programs are going, staff members are in a better position to put forth the most honest application. Editors can then add in appropriate language and ensure points are accurately articulated.

It is extremely important that anything in the solicitation or call for grants be taken as requirements not just suggestions. When funders mention something, they want to see it in the application. This goes for everything from page length to section titles and content.

D. Finding appropriate funding sources

One of the most important steps in the funding process is finding those opportunities that are a good fit for HCDP-Ghana; this increases the possibility that the proposal will be successful. With so many funders out there, it can be overwhelming to search through all of them. This section will outline the methods for finding the funding opportunities that are the best fit for HCDP-Ghana.

i). Finding Government funding

US government funding

All funding opportunities offered by the US government are posted on grants.gov. This website tracks funding across all government agencies and is updated frequently, if not daily. The forecast put out 3 times a year in January, May and September, is a preview of some of the funding opportunities that might be offered by USAID but for which there is no specific request for proposal. Approximate size, length and date of release are listed. While most of these prospects will not be appropriate for HCDP-Ghana (too large, wrong focus area, location), the

forecast can be used to identify upcoming opportunities where HCDP-Ghana can provide a supportive role in the future through sub grants and/or partnerships.

It is very common for these types of grants to have sub grants for small local organizations. These are usually solicitations on the program websites (created by the implementing organization) and have rolling applications with a deadline for submission. Therefore, it is important to check the web to find these project websites once a project gets up and running. USAID has country maps that list the current and recent projects in each region; these are directly linked to the project website. This website should be checked to identify those projects that could provide small grants to HCDP-Ghana. This website for a previous USAID funded WASH project in Ghana is a good example of what project websites might look like. This document, from a previous USAID funded project in Ghana, is a good example of how these implementing organizations go about giving smaller grants.

Current forecast: The current Jan 2015 forecast can be found in Appendix 1, Table 3. It has been cropped to only list the 4 upcoming opportunities for Ghana. In the next major section, 'Pre-grant writing', these opportunities are explained further.

ii). Finding Private funding sources/Foundations

Finding appropriate foundations for funding sources can be best done through strategic internet searches using key words. For HCDP this would mean using:

Small local NGO

Community based organization

Small grants

Ghana

African NGO

WASH

IT

Additionally, there are many websites that have databases listing foundations and any grants for which they are currently soliciting. Unfortunately many of these websites have a user

fee associated with them. Often students have access to such databases. As a student, the investigator had access to the Foundation centers online directory and searched for opportunities for HCDP-Ghana, which have been added to the Grants Database.

The key for these funders is to look for small grantmakers who want to work with local NGOs. Small grants are defined as being < $20,000 USD. This blog provides a list of small grantmakers that is added to frequently. The ones that are applicable to HCDP-Ghana and could be of interest are listed in the Grants Database.

E. Maintaining the Data Base

In order to ensure the Grants Database is up to date and useful, it is important to maintain and check it. This involves updating proposal due dates, funding cycles, checking to see if there are calls for proposals, adding new potential funders etc. This should be done periodically- once every couple of weeks. The document has been created as a google excel sheet so that all staff members will have access to the most up to date version at any time.

2. Pre-Grant Writing Activities

While writing the actual grant application is important, there are many things that can be done ahead of time to make the process smoother and easier for all involved. The following activities can be helpful for HCDP-Ghana to do and keep updated to use in future grant applications.

A. Past Performance Reviews (PPRs)

PPRs are short documents that give an overview of past programs HCDP-Ghana has been involved in. Think of it as part of HCDP-Ghana's resume/CV. These include objectives of the project, what was achieved and contact information for any partners. Additionally, there is usually a section with feedback from the donor organization and/or partners. These can also be used as references for work. A PPR template can be found in the Table 4(Appendix 1) as well as a sample PPR for the work HCDP-Ghana did with SPIMA during 2011-2012 both with the public toilet (Table 5) and with IT work (Table 6) and the water for students by Students Project (Table 7). The investigator would encourage HCDP Ghana to make PPRs for each of their projects.

B. Landscape Analysis/Situational Analysis

These types of analysis give an overview of what is happening in the development world in Ghana and the Volta region in general. It outlines what organizations are doing what work where, and who they are funded by. This is not only a great tool for finding partners, it also allows HCDP-Ghana to see what types of projects are getting funded, what areas still need work, and what opportunities might be coming up. The investigator has conducted a brief landscape analysis of WASH programs in the Volta region and included in Appendix 3, Document 1. This document should be reviewed and updated a couple times a year as well as when any new information is found, to make sure HCDP-Ghana is up to date.

This was done mostly through Google- searching for what organizations are implementing USAID programs, and looking to see if any of the big global development organizations have projects in the area. For local organizations, idealist.org gave a good start, but most of this work is done by word of mouth to see if the organizations still exist and have projects going. Unfortunately, many global development organizations are not very clear on their websites where exactly their projects are being implemented and what the dates are for those projects.

3. The Grant Application

This section will go through potential sections of a grant application: what is expected to be included in each section and specific examples for HCDP-Ghana. Not all grant applications will have every section listed here, so it is important to read applications carefully and see what the funder wants.

A. Introduction

These first two sections of the application serve as an introduction.

i). Cover Letter

This is the first page of the proposal and is a way of introducing HCDP-Ghana to the donor as well as showing the funder how well you understand their requirements and wants. They are only used in proposals for corporations or foundations.

Format:

The cover letter should be written on HCDP-Ghana's letterhead. The date should be the date of the completed application. The address at the top of the letter should be the funder's person of contact with their title, the funding organization and then the full address. The salutation should be "Dear" and a personal title. When at all possible, it is important to have the letter be addressed to a particular person.

The letter should be closed using "Sincerely" or another warm greeting and then be signed by the current CEO.

Content:

The first paragraph of the cover letter should introduce HCDP-Ghana and give one or two sentences about what it does. Then, explicitly state how much funding you are requesting and why. This means using some facts to convey that there is a need for the project HCDP-Ghana is suggesting.

The next couple of paragraphs should go into more detail about HCDP-Ghana's purpose and how that coincides with the funder's mission.

The final paragraph should be used to summarize the impact this funding opportunity would have on the projects beneficiaries.

ii). Executive Summary

The executive summary is a one to two page document that summarizes the contents of the proposal. It is similar to a concept note in the sense that it is a short summary, but it has more detail than a concept note usual has. The tone is often formal. It should be written after the proposal's body has been completed and not include any new information.

It is often hard to write a short, clear, executive summary that captures the funder's attention; this section usually is the hardest to write and takes longer than expected. Since this section is written last, it is important to budget enough time. One way to enhance this section is to emphasize those points that would be of most interest to the funder, items specifically asked for in the solicitation.

It is important to include a paragraph or two explaining the following:

- Problem statement
- Solution
- Funding requirements
- Information about HCDP-Ghana and its expertise; be sure to include the mission and why HCDP-Ghana should do this program (as opposed to someone else)

B. Project Description/Technical Approach

The body of the grant proposal describes why the project is necessary, what is going to happen, and how it is going to be done. There is a lot of information to cover, which can make it hard to stay within the page/word limits but it is extremely important not go over these limits.

i). Needs Statement

The needs statement is a short paragraph that explains why the project is necessary. Simply not having something is not a need; it is necessary to explain what problem exists and why addressing the problem is necessary and timely. Provide facts that support your claim when possible, and try to talk about things on the level on which the program will be implemented. For example, don't just mention that access to clean water is a problem in Ghana, mention that in Adaklu specifically this problem exists. Really explain the need in the context of the target population using evidence. This can mean citing interviews/focus group discussions with community members or quantitative measures that have been collected.

This is also the section to emphasize that these problems were identified by the communities themselves. This is an important distinction of HCDP-Ghana's methods. It also helps to justify the need. Simply state that the needs were determined through a community

needs assessment or interviews with community members. Be specific in the methods of data collection.

ii). Goals and Objectives

a. Goal

The goal describes the *long term* benefit that your program will contribute to. There is usually only one, and it is usually quite broad and will not be something that HCDP-Ghana will be ever to measure or show impact on. Usually goals center on the current Millennium Development Goals (MDGs) or goals of the Ghanaian government. For WASH, some examples would be:

- MDG 7c: Halve, by 2015, the proportion of the population without sustainable access to safe drinking water and basic sanitation
- End open defecation
- Target districts have achieved sustainable improvement in water and sanitation access and in improved hygiene behaviors.
- Decrease under 5 mortality

b. Objectives

Objectives are the central purpose of the project and the immediate benefits to the beneficiaries. Often there are multiple objectives for a single program. These objectives work toward contributing to the overall goal. For example, if the goal is improving water access, some of the objectives could be:

- Improve quality of water supply sources by the end of program

- Increase quantity of water supply sources by the end of program
- Strengthen maintenance infrastructure of water sources by the end of program

Both Goals and Objective level Indicators need to be SMART (Specific, measurable, attainable, relevant and time-bound).

Specific- must be related to the conditions that the program wishes to change

Measureable- must be quantifiable and allow for statistical analysis of the data

Attainable- realistic at a reasonable cost when using appropriate methods

Relevant- the information collected will be used

Time-bound- clearly stated time period

It is also important to explain any terms which could be interpreted in different ways. For example, what does adequate mean? Or appropriate? How will HCDP measure those things? Being clear with how the objectives work together toward the goal will make for a stronger application and make it easier to create the program design and evaluation plan.

Depending on what kind of grant you are applying for, the goals and objectives might be given to you (e.g. government grants) or you will be expected to create some or all of your own.

When the grant maker lists out the goals and objectives, they must be included and restated in this section. Sometimes they will be easily identifiable, but other times

you have to search through the proposal instructions to find them; either way, these are not suggestions and the funder expects them to be a part of your application.

iii. Strategy: Program Design

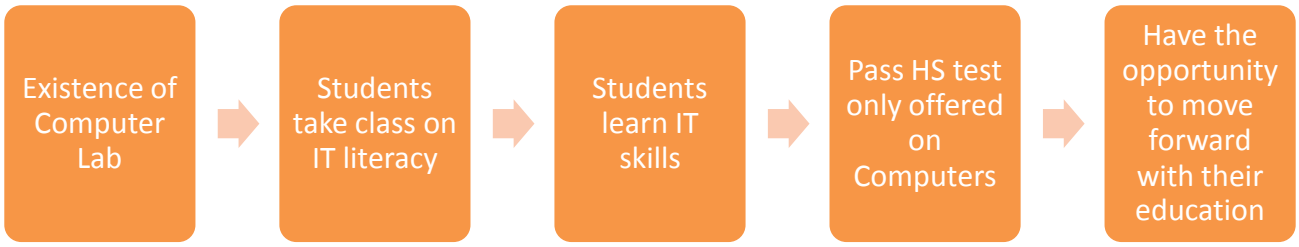
This will be the longest section of the application. It explains how you will achieve the goals and objectives you have set. This is an appropriate place to mention your Theory of Change (ToC) - showing how what you are going to do will have an impact on your goal.

a) Theory of Change:

A ToC is a description of how the program will deliver the expected impact through the pathways of change. It shows the causal links between the activities that HCDP will do and the overall goal of the project. It explains why the program will work, what assumptions exist and what the program should be evaluated on. In general, it follows a format of: If_____ and _____ then _____ because _____. It is often times expressed in a diagram with a short explanation. In order to convince funders that the ToC will work, it is absolutely necessary to provide evidence to support the logic.

For example, in terms of the IT projects that HCDP Ghana runs, the ToC might look like Figure 2.

Figure 2: Theory of Change for HCDP-Ghana's work in IT



It is necessary to provide evidence that the theory of change will work. For this IT ToC, there are many sources showing that students in resource poor environments show measureable gains when provided additional support, including computers (Balcazar, 2015) (Owusu 2009) (Alemna 2006). A report by Darvas focuses on these types of situations in Ghana particularly (Darvas 2013).

For HCDP-Ghana's over all approach to development work, a draft ToC might look like Figure 3.

Figure 3: Theory of Change for HCDP-Ghana's Work

Evidence for this ToC comes from support of participatory methods. Israel et al. provides one of the earliest reviews on the literature for community based research and the benefits to partnering with communities to improve public health (Israel, 1998).

Creating a ToC is a great and necessary first step to creating the technical approach. It allows everyone to step back and make sure they are on the same page before moving forward. Sometimes an entirely new ToC will need to be created, while other times an old model can be adopted to fit the situation. For example, it is possible to use HCDP-Ghana's over all ToC and adopt it to have a WASH focus by adding on WASH problems and solutions.

There will also be opportunities where the grant makers will specify their ToC. If this is a case for a grant HCDP-Ghana decides to pursue, it is imperative that the program is based on this ToC. Once again, any suggestions the grant makers make should be taken as requirements.

All members of HCDP-Ghana's staff should sit down and work to create ToC for their main areas of work: IT, WASH, etc. as well as the overall approach to development work.

b) Program Design

One of the most straight forward ways to approach this section is to use the objectives from the previous section and explain how HCDP-Ghana will achieve those objectives. This means listing the activities and interventions and explaining how they will be implemented and executed. The explanation of implementation should cover:

- stakeholder engagement
- the role of the community
- the role of HCDP staff

- potential partnership
- timing of interventions
- what steps will be taken to ensure things are run smoothly

It is important to highlight feasibility and innovation. How is HCDP-Ghana's approach different than others? Why will it work (feasibly?) And what evidence is there to support this approach?

It may be helpful to list the issues or challenges that the objective is addressing, the major strategies for addressing those, and the overall main intervention. This can be created in a chart during planning meetings with the community and HCDP-Ghana and then presented for the grant writer to review and turn into a narrative. An example could be:

Table 8: Chart for Planning out Interventions to Address Issues

Objective: Increase Utilization of Public Sanitation Facilities

Challenges & Issues	Major Strategies	Main Interventions
Facility is not clean	Establish method within community to clean facility	Assist community in defining roles and responsibilities
People prefer to Open Defecate	Behavior change communication	Focus group discussions about why OD is preferable
Children are scared of falling in	Do not allow children <5 to use public facilities	Assist community in implementing solution
There are no supplies	Establish method to pay for use in order to have supplies available	Assist community in defining roles and responsibilities
Latrines are full	Either pump out waste or build new latrines	Assist community in fund raising and contacting appropriate individuals

Latrines seen as unsafe	Hire a watch man for the evenings	Assist community in finding a way to fund watchman

It is also important to show how this program fits into the objectives of the Ghanaian government, when appropriate. This means mentioning the current SIP and how the program will help with decentralization and capacity building.

iv). Evaluation: M&E plan

This section explains how the program will be monitored and evaluated. It is important to be as specific as possible in this section, outlining what information will be collected, by whom, how often and then what it will be used for. Monitoring and evaluation is important for two main reasons: one, accountability to the funder- the funder wants to see that the program worked. And two, it is a source of information that contributes to learning and improving programs to be the most effective.

Funders like to see that data collected will be used to inform better programming. For monitoring data, that means incorporating it back into the project ensuring a better overall project.

It is beneficial to use a mixed methods approach for monitoring and evaluation. This means using both quantitative hard facts (like number of toilets constructed, and short survey questionnaires) with qualitative interviews to determine recipient's views on the success of the project and how it can be improved.

Sometimes funders have specific indicators/data that they will specify must be collected and used to evaluate the project. Other times, it is completely up to the organization. In either

case, it is still a good idea for HCDP-Ghana to produce an M&E plan that is tailored to the program and then add in what the donor is looking for.

There are many ways to do an M&E plan. Here are a few common tools for creating successful frameworks.

a) Results Framework:

A results framework is a diagram that shows the goal, objectives, sub objectives (sometimes called Intermediate results) and sometimes activities, of a project. These diagrams build from the bottom to the top such that, if the sub-objectives are all achieved and measured together, the next higher objective should then be achieved. An example of a Results framework for a USAID WASH project can be found in Appendix 2, Figure 4. It is more complex than one that HCDP would make. There is a second results framework (Figure 5) that gives an example from a previous sanitation project that HCDP-Ghana worked on.

b) Logical Framework (Logframe)

This is a diagram that summarizes what the project will achieve and how it is going to do it. It is a table that basically sums up everything established to this point in the process: ToC, Objectives, Goal, Programmatic design etc. The diagram also explains how these pieces will be tracked (monitored) and measured. Usually this is done through indicators, and means of verification.

- *Indicators*- how the program will measure the activity or objective. These need to be clear, concise and well defined (include the target population, a time frame and a unit). There are many standard indicators available on the web that can be used. It will probably be useful for HCDP-Ghana to both create some of their own and use some of the standard indicators. Table 9 in Appendix 1 is a list of some standard indicators from The US Department of State that can be used in WASH Logframes.

- *Means of Verification*- This explains the source of the information and how the information will be collected. Will there be a survey? A sign-in sheet? A pre and post test? A qualitative interview?

Table 10 in Appendix 1 is a document from CARE International that explains each part of the Logframe in greater detail. Additionally, Table 11 (see Appendix 1) provides a sample Logframe as an example from MWP Ethiopia (Table 11). Although it is for a program much larger than any HCDP-Ghana will conduct, it could be helpful for building smaller projects. For example, one individual outcome may be the sole focus of a project HCDP-Ghana will conduct.

c) Program Management Plan (PMP)

The PMP is a table which helps to organize the timing of program implementation, monitoring and evaluation. It lists when data will be collected and who is responsible for that collection. It also gives an overview of how data collected during the program (monitoring data) will be used to inform program decision making going

forward. For instance, when information is gleaned from focus groups on how people would like latrines to be kept cleaned, that will inform future program activities such as creation of a maintenance committee or recruitment of a single cleaner. Another example of using monitoring data to inform programming is if, for instance, after a training session most individuals do not do well on the post-test, the training would need to be re-evaluated and re-vamped.

In most of HCDP-Ghana's grant applications, it will be appropriate to provide a results framework and a PMP and then describe some indicators and means of verification in a narrative section. The narrative section should also include who is responsible for data collection (program staff, community members, community leaders)), how the information will be used and how often it will be shared with the funder.

v). Sustainability

This section, while relatively short, contains some of the most important information: how the project will continue once funding runs out. Funders are looking for assurance that there can be a long-term impact once the program's funding runs out and that the interventions will be sustained. This is a place for HCDP-Ghana to really shine by emphasizing the partnership with the communities and explaining how the process of determining and designing the project is done in collaboration with the communities. This is a special aspect of HCDP-Ghana's work. Many organizations claim to fulfill community needs and let communities determine and be

included in projects, but few follow through. This section should highlight the fact that because of HCDP-Ghana's methods, there is already community commitment, ownership and stake in the program and therefore, there will be no use for HCDP-Ghana in the future.

vi). Organization Information

This section is where HCDP-Ghana should give a brief history: how it got started, what projects the organization has worked on in the past that are similar, and what distinctive competencies the organization has.

This is the place to emphasize what HCDP-Ghana is good at and talk about past successes. PPRs will come in handy in this section by providing information about specific past projects that were successful and what role HCDP-Ghana played in them.

vii). Budget

The budget is an important part of the grant proposal and something that HCDP-Ghana already does quite well. It provides a breakdown of the costs for everything included in running the project and the justification for each budget line. One suggestion for HCDP-Ghana is to remember to include salary of HCDP-Ghana staff in the budget. This is totally appropriate and expected by donors. It takes time and effort to run a program and that is part of funding a project. All aspects of the budget must be justified.

viii). Additional Materials

This section is used for large charts, graphs and diagrams that do not fit well in the body of the grant application. This includes the M&E plans, PPRs, CV's of staff (if requested), maps of the community, diagrams of the materials, etc.

4. Appendices

Appendix 1: Tables

Table 1: Best Grant writing books

This list of best grant writing books was created as part of a lit review for the Grant Professionals Certification Institutive and includes summaries by the author, Michael Wells, who has 20 years of professional grant writing experience and has also taught graduate level courses on the material.

Book Title	Notes by Michael Wells
Getting Funded: The Complete Guide to Writing Grant Proposals by Mary S. Hall	"The classic in the field, leads you step by step through each section of a major proposal. I use it as a text in my Portland State grantwriting classes."
Grassroots Grants: An Activist's Guide to Grantseeking by Andy Robinson	"As the title suggests, this is oriented for community organizers. Its straightforward approach explains how the grants process works, from fundraising planning to talking with foundation staff. It also includes annotated examples of funded grants."
Demystifying Grant Seeking: What You Really Need to Do to Get Grants (Jossey-Bass Nonprofit and Public Management Series) by Larissa Brow	"This isn't a rehash of the basic "how to write grants" book. Rather, it tells us what we need to do to seek and manage grants. Intended for the small shop or one-person office, Demystifying Grant Seeking talks about how to set up an office, keep track of deadlines, build and maintain relationships with funders, and what to do after submitting a proposal."
Grant Writing: Strategies for Developing Winning Proposals (2nd Edition) by Patrick W. Miller	"The best book I've seen on federal grants, which have many differences from foundations."
Grantwriting Beyond the Basics: Book 1 Proven Strategies Professionals Use to Make Their Proposals Work, Book 1	"This is about how to integrate all of the parts of your grant proposal to make them work

(Beyond the Basics) by Michael K. Wells	together. It also has sections on specific grant approaches, such as capital campaigns."
Grantwriting Beyond the Basics: Understanding Nonprofit Finances, Book 2 (Grantwriting Beyond the Basics Series) by Michael P. Wells	"This book takes on issues that many grantwriters would rather avoid: reading financial statements, developing budgets, protecting your tax exempt status, understanding the IRS Form 990, etc."
Grantwriting Beyond the Basics 3: Successful Program Evaluation by Michael P. Wells	"This book covers how to choose evaluation methods, when to use an outside evaluator, and topics including benchmarks, best practices vs. evidence based practices, Institutional Review Boards and logic models."
Winning Grants Step by Step by Mim Carlson	"Carlson takes a workbook approach, with "fill in the blanks" forms for each component of your proposal. Really a planning tool, this book helps organize your work so you're ready to write effectively."
Grant Proposal Makeover: Transform Your Request from No to Yes by Cheryl Clarke	"This book is about style, but not just writing. If your grant proposals keep getting turned down, it helps you look at them with fresh eyes and make them more effective."
Writing for a Good Cause: The Complete Guide to Crafting Proposals and Other Persuasive Pieces for Nonprofits by Joseph Barbato	"Unlike fiction, grantwriting isn't all about the writing. Nevertheless, good writing is important. The authors give probably the best treatment of how to use language in your proposal, with advice on strategy mixed in."

Table 3: USAID Mission Forecast

USAID Mission Business Forecast - January 2015 (Ghana Only)

Mission or Bureau/Independent Office	Point of Contact Name	Project Title	Brief Description	Estimated Value of $ Range	Award Type	Estimated Solicitation Date	Target Award Date	Award Length
Ghana	Mildred Agbo	People for Health	Build civil society capacity to monitor quality and access to health services and strengthen relationships between civil society and key institutions. Strengthen community structures for health promotion.	$4M - $9.99M	Cooperative Agreement	11/23/2014	4/23/2015	
Ghana	Mildred Agbo	Key Populations	Follow-on to Sharper	$10M - $24.99M	Cooperative Agreement	11/26/2014	4/26/2015	
Ghana	Nana Derby	2016 Ghana National General Elections Support	2016 Ghana National General Elections Support	$1M - $3.99M	Cooperative Agreement	2/16/2015	8/10/2015	2 years
Ghana	Fatou Camara	Printing and Distribution of Books under TLMP	Printing and Distribution of Books under TLMP	$4M - $9.99M	Contract	4/1/2015	7/7/2015	10-12 months

*The two highlighted opportunities are worth looking into in the future to see if there are any small sub grants available.

Table 4: Past Performance Review Template

Project Title: Topic Area:
Name and Address of Funder: Contact Information:
Award Value: Type:
Dates of Performance:
Partners: Contact Information:
Problems (and explanations):
Description of Program: Scope of Work Location Skills required Results achieved
Performance Assessment by Funders, Partners, and Beneficiaries:

Table 5: Past Performance Review for Public Rural Community Toilet Project

Project Title: Public Rural Community Toilet Project Topic Area: WASH
Name and Address of Funder: Office of Community Engagement and Scholarship at the College of William and Mary; Private Donations; Volunteer fees Contact Information: Melody Porter
Award Value: $6,000 Type: Grant
Dates of Performance: July 2010- July 2013
Partners: SPIMA (now known as SPAID) Contact Information: email- wmspimaghana@gmail.com CSU #5759 P.O. Box 8793 Williamsburg VA 23187 Spima.weebly.com
Problems (and explanations):
Description of Program:

The Public rural community toilet project is part of an ongoing partnership with the community of Fodome Ahox, in Hohoe, Volta region of Ghana. Through 300 interviews with community members, lack of a public toilet was identified as the most pressing and changeable problem by the community. The community members of Fodome- Ahox, students from William and Mary, and HCDP-Ghana staff worked together to plan and construct the 10 seater public toilet. HCDP-Ghana was essential in managing the whole process. Most of their work was focused on securing the best and cheapest supplies, ensuring work schedules were reasonable and managed, and hosting US volunteers. Activities: - Identified types of public toilets and shared options with community - Supported community in constructing latrine - Facilitated schedule of community masons, plumbers, carpenters and other skilled workers - Facilitated community volunteers schedule for sand, water and wood collections - Conducted on-going interviews to confirm community's satisfaction - Prompted community to establish a way to maintain the facility Results: - Constructed a 10 seat public toilet - Created a maintenance committee - Engaged community stakeholders as well as local government
Performance Assessment by Funders, Partners, and Beneficiaries:

Table 7: Past Performance Review of Water for Students by Students

Project Title: Water for Students by Students Topic Area: WASH
Name and Address of Funder: Contact Information:
Award Value: Type:
Dates of Performance: May 2014 – August 2014
Partners: FSU EdGE Scholars Contact Information:
Problems (and explanations):
Description of Program:

The Water for Students by Students project began after the Adaklu Abudai community, in Ho Ghana, identified a lack of clean water system at their primary school as a major need. The main objectives of the project were: to understand the behaviors and practices around water use and consumption (school/community level), understand the barriers of accessing clean water, and uncover local community assess and community identified solutions.

Activities:

- Interviewed 64 community members in Abuadi
- Community group forms to provide labor and skill

Results:

- Majority of those interviewed identified boreholes as their desired clean water solution
- Community discussions over costs of the project resulted in change to a rain water collection system
- Fully functional two tank & electric pump rainwater collection system established at primary school

Performance Assessment by Funders, Partners, and Beneficiaries:

Table 9: List of Health and Infrastructure Indicators Pertaining to WASH from the World Bank

Household Level Water, Sanitation, Hygiene and Environment
Percent of households in target areas practicing correct use of recommended household water treatment technologies
Percent of population in target areas practicing open defecation
Number of liters of drinking water disinfected with point-of-use treatment products as a result of USG assistance
Number of communities certified as "open defecation free" (ODF) as a result of USG assistance
Water Supply and Sanitation
Percent of population using an improved drinking water source
Percent of population using an improved sanitation facility
Percentage of children under age five who had diarrhea in the prior two weeks
Safe Water Access
Percent of households using an improved drinking water source
Number of people gaining access to an improved drinking water source
Number of people receiving improved service quality from existing improved drinking water sources
Basic Sanitation
Percent of households using an improved sanitation facility
Number of people gaining access to an improved sanitation facility
Number of improved toilets provided in institutional settings
Water and Sanitation Policy and Governance
Number of policies, laws, agreements, regulations, or investment agreements (public or private) that promote access to improved water supply and sanitation
Sustainable Financing for Water and Sanitation Services
Public sector expenditures on drinking water and sanitation as a percentage of national budget
Water Resources Productivity
Percent of a drinking water utility's supply that is non-revenue

Table 10: Logframe Definition Table from CARE International

Project Objectives	Indicators	Means of Verification	Assumptions
Goal Simple clear statement of the impact or results that the project should achieve	Impact Indicator Quantitative or qualitative means to measure achievement or to reflect the changes connected to stated goals	Measurement method, data source, and frequency of data collection for stated indicator	External factors necessary to sustain the long-term impact, but beyond the project's control
Outcomes Set of beneficiary and population-level changes needed to achieve the goal (usually knowledge, attitudes and practices, or KAP)	Outcome Indicator Quantitative or qualitative means to measure achievement or to reflect the changes connected to stated outcomes	Measurement method, data source, and frequency of data collection for stated indicator	External Conditions necessary if the outcomes are to contribute to achieving the goal
Outputs Products of services need to achieve outcomes	Output Indicator Quantitative or qualitative means to measure completion of stated outputs (measures the immediate product of an activity)	Measurement method, data source, and frequency of data collection for stated indicator	Factors out of the project's control that could restrict of prevent the outputs from achieving outcomes.
Activities Regular efforts needed to produce the outputs	Process Indicator Quantitative or qualitative means to measure completion of stated activities	Measurement method, data source, and frequency of data collection for stated indicator	Factors out of the project's control that could restrict of prevent the activities from achieving outcomes.
Inputs Resources used to implement activities (financial, materials, human)	Input Indicator Quantitative or qualitative means to measure utilization of stated inputs (resources used for activities	Measurement method, data source, and frequency of data collection for stated indicator	Factors out of the project's control that could restrict of prevent access to the inputs

Table 11: Example Logframe from MWP Ethiopia

Narrative Summary	Indicators	Means of Verification	Risks/Assumptions
Goal: Improve health status among at-risk populations in Amhara, Tigray, SNNPR, and Oromiya Region, Ethiopia	Morbidity and mortality rates in project regions reduced from [baseline] to endline	Government health records	National data collected and available
Purpose: 1. Reduce incidence of disease related to poor water and sanitation conditions 2. Secure sustainability of access to water resources and sanitation services	1.1- % of children with diarrhea in previous 2 weeks reduced from [baseline] to [x%] 1.2- % of children and adults with new trachoma infection in the past year (incidence) reduced from [baseline] to [x] 1.3- % people with new scabies infections in precious 2 weeks reduced from [baseline] to [x] 2.1 water systems are maintained and functioning at adequate capacity 5 years after implementation	Household and Facility baseline and final evaluations; clinic and hospital data; 5 year follow up evaluation	Assuming no external disaster or event leading to deterioration of WASH conditions
Outcomes: 1. Increase access to and use of adequate, potable water supply for domestic and productive use 2. Increase access to and use of improved sanitation	1.1 % households with use of an improved drinking water source will have increase from [baseline] to [x] 1.2 % households with use of 20 liters/person/day of water from a protected source for all purposes will have increased from [baseline] to [x] 1.3 % of households with access to a protected, microbiologically safe drinking water source will have increased from [baseline] to [x] 1.4 % of households with access to water for productive use have increased from [baseline] to [x] 2.1 # of households with improved latrine will have increased by [x] households	Household and Facility baseline and final evaluations	Households can afford and materials are available for building latrine Communities can afford materials to build IWRM

facilities	2.2 # of households with latrines and compound well maintained increased from [baseline] to [x] 2.3 % of households where all members use latrine increase from [baseline] to [x]		
3. Improve water, sanitation, and hygiene behaviors	3.1 % households with handwashing facility near latrine increased from [baseline] to [x] 3.2 % of respondents who practice correct handwashing increased from [baseline] to [x] 3.3 % of respondents who practice correct personal hygiene increased from [baseline] to [x] 3.4 % of households that practice safe water storage and handling increased from [baseline] to [x] 3.5 % of households having correct knowledge of proper hygiene will have increased from [baseline] to [x]		
4. Improve protection and management of water resources and sanitation facilities	4.1 # of community management structures functioning to collect fees, maintain system, and monitor water quality and quantity 4.2 % of water points correctly maintained and protected increased from [baseline] to [x] 4.3 # water committees established and fulfilling responsibilities 4.4 # water committees with at least 50% representation by women 4.5 Policies, bylaws, or regulation in place regarding sustainable water management		
Activities: 1.1-Create new water points for drinking, bathing, and productive use, and establish management committees 1.2-Improve or expand existing	1.1.1 #springs, # hand-dug wells, and # drilled shallow wells constructed 1.1.2 # wash basins, # cattle troughs, # public showers, and # hand washing places will be constructed 1.2.1 # sprint and #shallow well expanded; #	Quarterly monitoring reports	Materials, labor, and funds available People willing to participate in trainings and

water points 2.1- Promote household construction of latrines 2.2- provide education about latrine sitting, maintenance , and construction 2.3- Support communities in constructing VIP latrines at schools, clinics, community centers, etc. 3.1- Conduct hygiene promotion activities 4.1-Establish community water management structure 4.2- Advocacy among key stakeholders related to water sustainability and management	damaged schemes repaired 2.1.1 # demonstration latrines constructed at public venues 2.2.1 # of community trainings conducted 2.3.1 # awareness creation sessions held 3.1.1 # CLTS/PHAST exercises conducted 4.1.1 Number of communities that have water management structure 4.1.2 Number of trainings held to sensitize community to water management 4.2.1 Number of meetings held 4.2.2 Number of stakeholders attended meetings		management committees

Appendix 2: Figures

Figure 3: Common USAID Solicitation Types

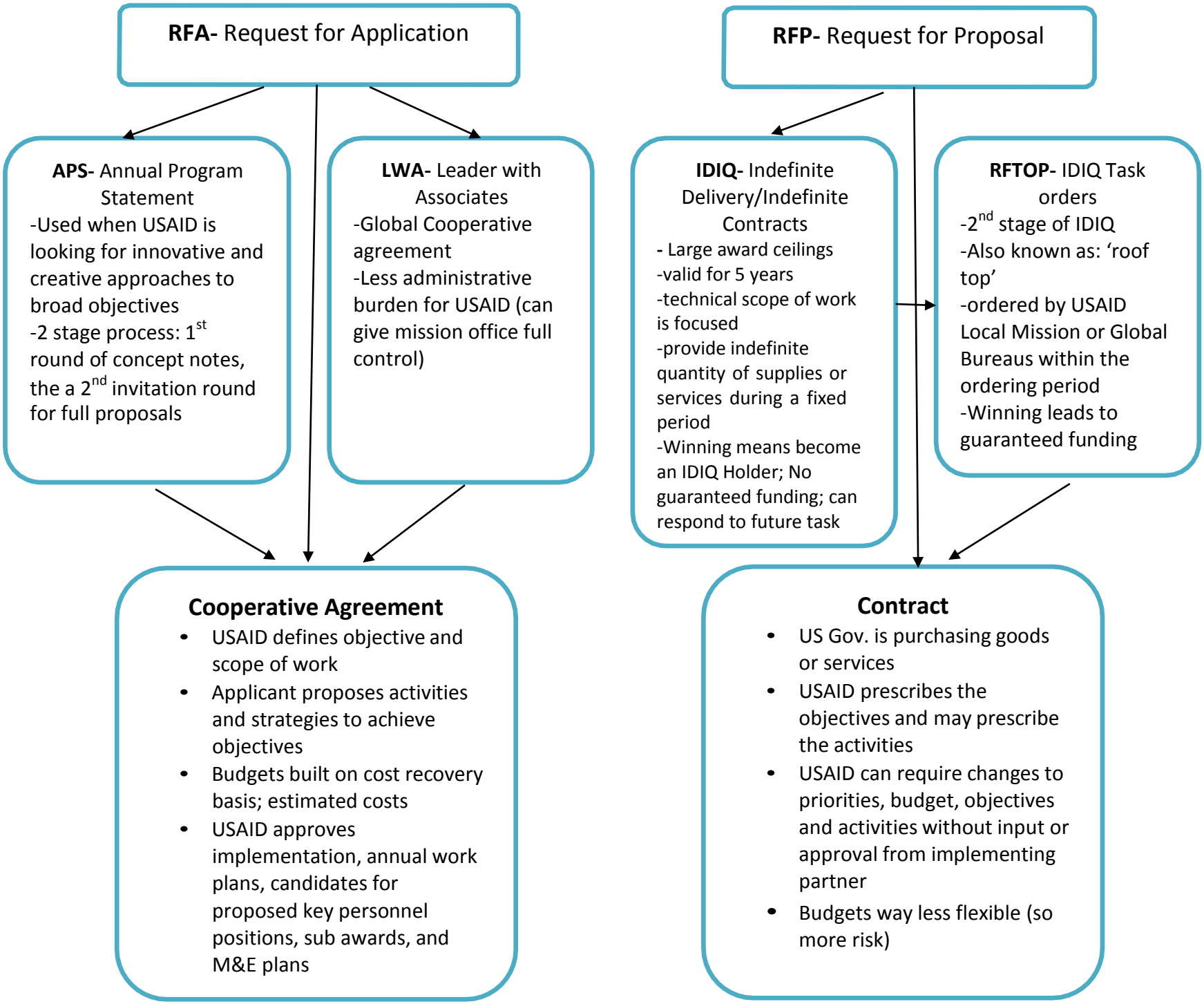


Figure 4: Example USAID Results Framework

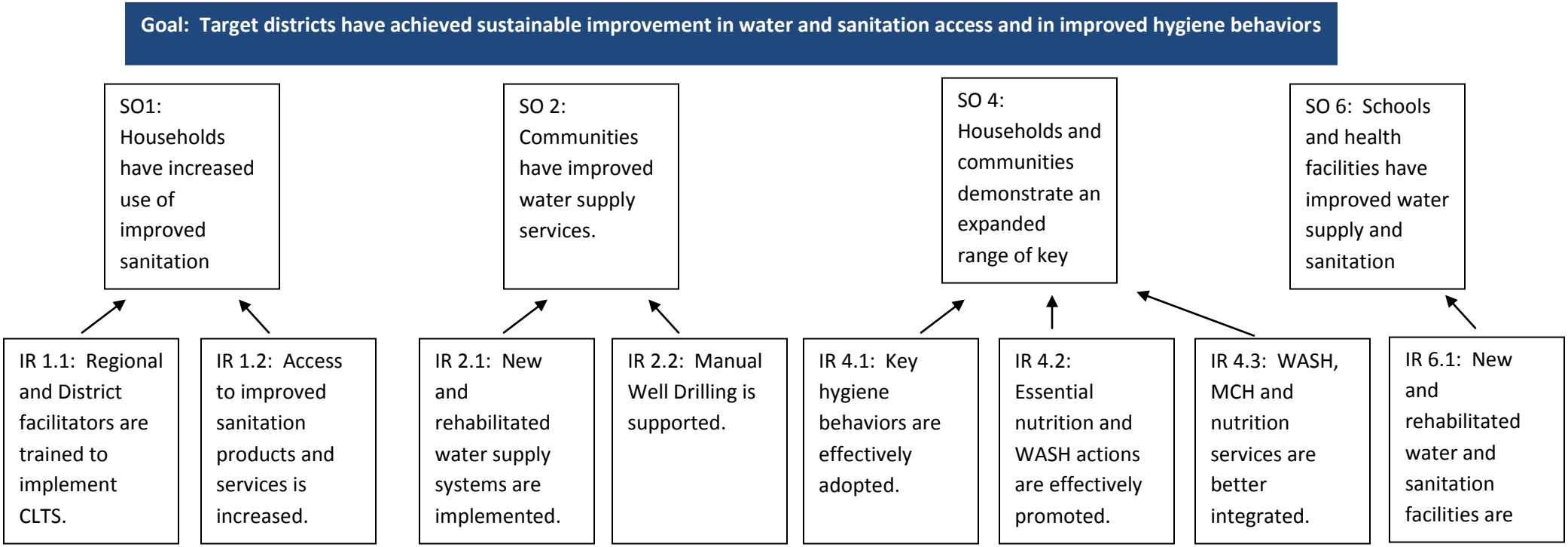
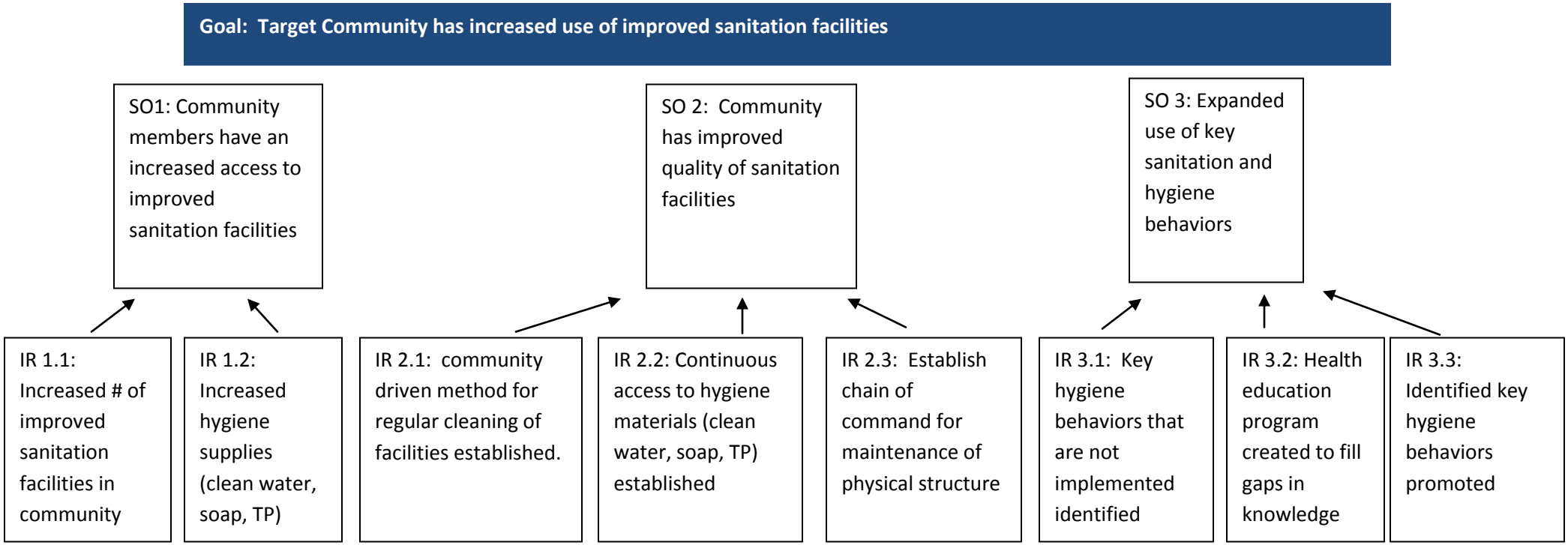


Figure 5: Example Results Framework for HCDP-Ghana Sanitation Project



Appendix 3: Documents

Document 1: Landscape Analysis of WASH in the Volta Region of Ghana

Landscape/Situational Analysis

Outline

1. Overview of WASH Problems in Ghana
    a. Quick Stats
    b. Problems identified by Civil Society
2. Ghanaian Government: Overview of their Role
    a. Policies
    b. Strategic Investment Plans (SIP)
    c. Health Sector: Ministry of Health and Ghana Health Service
    d. Support from International Entities
3. US Government: overview of their role
4. Current WASH projects in the Volta Region
    a. Projects implemented by International Organizations
        i. Ghana Wash Projects: GWASH
        ii. WASH for Health (W4H)
        iii. SPRING
        iv. Systems for Health
        v. Communicate for Health Project
        vi. People for Health
        vii. The Ghana-Netherlands WASH Programme (GNMP)
        viii. Water.org
    b. Local Organizations that work in Volta Region on WASH Projects
        i. African Rural Development Movement (ARUDMO)
        ii. Adanu
        iii. Shape Lives Foundation (S.L.F)

1. Current Situation:

a. Quick Stats

- Use of Improved drinking water sources: 86.3 % total population (92.1% urban, 80% rural) (Unicef, 2011).
- Use of Improved sanitation facilities 13.4% (18.8% urban, 7.7% rural) (Unicef 2011)
- 25% of deaths in children under 5 attributed to diarrhea. (Unicef 2011)
- Productive days which would be gained with 100% access to water and sanitation: 1.6m (WaterAid, 2005)
- School days lost to Diarrhea by 5 to 14 year olds – 3.4 mil (WaterAid, 2995)

One half of the rural population of Ghana is dependent on unsafe water sources. As a direct result, there are high cases of water-related diseases. In particular, diarrheal diseases are the third most commonly reported cases at health facilities (WaterAid, 2005).

b. Problems Identified by Civil Society:

Water aid creates a national water sector assessment for all the countries that it works in. The document provides overview of the problems associated with water and sanitation coverage. Below is a list of some of those difficulties that the civil society has identified (WaterAid, 2005):

- Low government funding
- Local government capacity is weak; power has not been decentralized
- Citizens do not have to be accountable
- Service providers are not managing services effectively
- Ignoring sanitation

2. Ghanaian Government: Overview of their Role in WASH

The Ghanaian health sector is undergoing a decentralization process currently in which the government is turning over control to more local levels of leadership. Through this, the government hopes to run more responsive and adaptive programs that reach the greatest number of people.

a. Policies

The Ghanaian government has what many view as progressive policies for both water supply, through the Ministry of Water Resources, Works and Housing (MWRWH) and for sanitation policies, through the Ministry of Local Government, Rural Development and Environment (MLGRDE), but the actual implementation is not doing as well (USAID, 2014).

Water Supply policies- Run by the Ministry of Water Resources, Works and Housing (MWRWH) and then on the local level, The Community Water and Sanitation Agency (CWSA) which implements the National Community Water and Sanitation Program (NCWSP) in rural areas (USAID, 2014). CWSA does not provide any direct service provision, but rather manage and oversee the coordination of maintenance. They have a regional office in Ho (USAID 2014).

NCWSP is implemented by communities and their District assemblies. The three focus areas are: Safe water supply, hygiene education, and improved sanitation.

Sanitation Policies- Run by the Ministry of Local Government, Rural Development and Environment (MLGRDE) through implementation of the National Sanitation Policy. There is no agency in charge of urban hygiene promotion (USAID 2014).

Within schools, the Ministry of Education, Youth and Sports is responsible for water and sanitation programs, including hygiene promotion through the School Health Education Program (SHEP).

Outside of schools, there is not a large emphasis in the Ghana Health Service on hygiene promotion. This mostly falls under the Community-based Health Planning and Service (CHPS) initiative, which is clinic based care at a community level.

b. Strategic Investment Plans (SIP)

SIPs are goals set by the Ghanaian government to untie the water and sanitation sectors throughout Ghana. These plans, mostly funded by outside donors, last 10 years and set goals for clean water access as well as construct latrines. The current plan has a goal that is higher water supply coverage than the MDG (83 % vs. 76%) through plans of 13,000 boreholes, 7,00 hand dug wells, and 1,600 pipes systems. The current SIP expresses doubt on the likelihood of achieving the MDG for sanitation based on the rate of construction of household latrines. Community latrines/shared use do not meet the MDG requirement for improved sanitation. Recently, there have been issues with maintenance of both water supply sources (bore holes and hand-dug wells) as well as communal latrines. The government sees that there needs to be more emphasis on building the capacity of those who are expected to maintain these infrastructures (USAID 2014).

c. Health Sector: Ministry of Health and Ghana Health Service

The Ministry of Health in Ghana is responsible for policy and overseeing the health sector. The actual health service delivery, is headed by the Ghana Health Service and the regional and district health management teams. This delegation of power is part of the government's efforts to decentralize. The National Health Insurance Scheme is under this division, and is working well despite the relative instability of the payment structure (various taxes and premiums). Implementation is through health centers, as well as CHPS and High Impact Rapid Delivery (HIRD) strategy (USAID, 2014).

Besides the main government agencies, there are some private sector health providers who work closely with the government such as: traditional birth attendants, traditional healers, pharmacies and chemical sellers.

d. Support from International entities

Joint Ministry of Health Partners (signed the 2014 Aide Memoire in May): WHO, Embassy of Netherlands, Department of International Development (DFID) Ghana, Royal Danish Embassy, USAID, United Nations Population Fund (UNFPA), UNICEF, Delegation for the

European Union, International Labour Organisation, Global Fund, African Development Bank, Embassy of Japan, World Food Programme, The World Bank, KOICA office in Ghana

3. US Government: Overview of their plans

USAID's current focus in Ghana: USAID is "working to increase the availability and quality of water, improve sanitation and increase community capacity in using and maintaining water and sanitation facilities." (USAID, 2015)

Additionally, the global health section is only working in greater Accra, central and western regions of Ghana (found on the mission page).

4. Wash Projects Currently in the Volta Region

This section gives an overview of the projects that are currently or recently being implemented in the Volta region. This information can be helpful for partnership opportunities and identification of missing areas of work.

a. Projects Implemented by International Organizations

i) Ghana Wash Project: GWASH (2009- March 2014)

Funded by: USAID

Implementing Org: Relief International; Adventist Development Relief Agency (ADRA); Winrock International;

Partners: Rotary International, The Coca-Cola Company (TCCC), Safe Water Network, Water Health International, Water in Africa Through Everyday Responsiveness (WATER NGO), U.S. Peace Corps in Ghana

This WASH program, funded by USAID, is a 4 year initiative to improve rural water, sanitation and hygiene in Ghana. The project works in 5 regions: western, central, eastern, Volta and Greater Accra. Within the Volta region, the program worked in 16 communities using Community Led Total Sanitation (CLTS) methods to create open defecation free

(ODF) communities. By the end of the program, 8 communities were considered ODF (Abutia Gbetekpo, Abutia Nyekornakpoe, Abutia Amegame, Abutia Dzanyodeke, Lume Atsyame Healing Camp, Tsyome Lomnava and Tsyome Agortoekope)

While the program was ongoing, it had a Small Grants Facility that was seeking Ghana-based organizations to partner with on addressing community challenges. While this is no longer the case, there is potential that there will be a follow up project funded by USAID and HCDP-Ghana should keep it in mind (W4H potentially, mentioned below). Additionally, the website gives a great example of how HCDP-Ghana can fit into these USAID funded projects.

ii) USAID/Water, Sanitation and Hygiene (WASH) for Health (USAID/W4H) (5 year program)

Funded by: USAID

Implementing Organization:

This program, funded by USAID, has not started yet (applications were due end of September). It is one of six activities under USAID/Ghana's Health System Strengthening (HSS) project. It seems to be a continuation of the previous program (GWASH). The RFA mentions there will be $500,000 max for small grants that the implementing organization use to collaborate with local entities. The program is based in 5 regions but mostly in Volta and Northern. The main objectives are: Component 1: Increase use of improved household sanitation Component 2: Improve community water supply services Component 3: Improve sector governance and policies Component 4: Expand key hygiene behaviors Component 5: Leverage public/private partnerships to magnify the impact of USG investments Component 6: Improve water supply and sanitation infrastructure for health facilities (USAID, 2014).

iii) SPRING- Strengthening Partnerships Results and Innovations in Nutrition Globally

Funded by: USAID,

Implementing Organization: UNICEF

Partners with: Ghana health services, Ghana LEAP project, RING (another USAID program in northern Ghana)

While not strictly a WASH project, this program works within the Feed the Future Zone of Influence to change stunting and anemia. SPRING works closely with CHPS for service delivery. They also are working on improving WASH infrastructure and reduce cross contamination of water sources. There is also a new aspect of the program that focuses on community-based behavior change communication.

iv) Systems for Health Project (2014 -)

Funded by: USAID

Implementing Organization: URC

Partners: PATH, Plan International, Results for Development (R4D), Ministry of Health, Ghana Health Service, Local Ghanaian Partners

This program is working to strengthen the health systems that already exist in Ghana. While there is no real focus on WASH or hygiene, there is a component of improving the coverage of the CHPS program and will be linking with W4H in order to coordinate site selections.

v) Communicate for Health Project

Funded by: USAID

Implementing Organization: Has not started yet

The focus of this program is on BCC to improve health seeking behaviors of all kinds. There are aspects on water, sanitation and hygiene. Most of the program will be creating print campaigns for nation-wide audience but there will also be more community level messaging in regions, including Volta region.

vi) USAID/People for Health Project; on Jan 2015 forecast; Applications were due End of Sept.

Funded by: USAID

Implementing Organization: Not yet known

This opportunity is not expected to even be awarded until the end of April. Based on the descriptions, it is a great opportunity for HCDP-Ghana to look into for funding.

"it will build the capacity of local Ghanaian nongovernmental organizations (NGOs) and civil society organizations (CSOs) to monitor the quality and ease of access to health services, and strengthen community structures for advocating for patients' rights and client-centered care. The project will train and support local NGOs and CSOs in monitoring health services and advocating for improved services, with a focus on supporting Government, community, and service provider dialogues to improve the quality and responsiveness of health services and promote a customer service orientation among health providers. While Ghana has a robust NGO sector in health, most health NGOs have primarily been focused on delivering services. At the same time, rights-based NGOs in Ghana have experience in promoting increasing Government accountability and responsiveness. The People for Health Project will build on this existing capacity to increase effective participation by local NGOs and CSOs in monitoring the quality and ease of access to health services, and in advocating for improved health care systems and patients' rights. By training local NGOs and CSOs in the basics of the health system's governance structure, and evidence-based advocacy, and supporting them to advocate for the establishment of inclusive health committees, USAID/People for Health Project will enable local NGOs and CSOs to more effectively participate in ensuring good governance and accountability for health resources and improved, client-centered, health care." (USAID, 2014)

vii) The Ghana-Netherlands WASH Programme (GNMP) (until 2020)

Funded by: Netherlands government, Ghanaian government, private sector

Focuses on integrated urban water and sanitation. Budget of € 200 million up to 2020

Potential for collaboration: The Ghana WASH Window (managed by RVO) regularly invites public and private organization to submit a proposal. Click here to find out more about outstanding calls for proposals.

viii) Water.org

Major Funders: Cartier Charitable Foundation, Caterpillar Foundation, IKEA Foundation, PepsiCo Foundation, John Deere Foundation, and the MasterCard Foundation

Water.org works around Lake Volta to construct wells, latrines and biosand filters. Another aspect of their work revolves around using watercredit to provide small loans for water connections or toilets. They also have a component that provides health and hygiene education.

b. Local Organizations who work in the Volta Region on WASH Projects or IT projects

i) African Rural Development Movement (ARUDMO)

This small African NGO over laps with HCDP in terms of creating IT centers.

ii) Adanu:

Similar model in that there are volunteers and partnerships with local communities and leaders.

Focus area is education though.

iii) Shape Lives Foundation (S.L.F)

Have a project on "Provision of clean drinking water and sanitation facilities in rural communities". Not a lot of details on where or when…

Work using 'local materials, local labor and ingenuity and then transferred ownership to community upon completion"

Seem to have other projects that are stronger: Meringa seed and energy efficient cook stoves.

Chapter 4: Discussion, Conclusion and Recommendations

This Manual will be disseminated to Richard and the entire HCDP-Ghana staff once it is approved for submission. Once staff has had an opportunity to read the Manual (within two weeks), it will be presented via Skype session with as many staff as available. During this session, the investigator will walk through the different sections of the Manual and field any questions that might have come up while the staff read through. Additionally, the Skype presentation will cover how to use and maintain the Grants Database.

It will be important to establish with HCDP-Ghana what will determine success of the Manual. The evaluation of the Manual as a tool could be determined using how many applications HCDP writes in the next year and how many get funded in the next 5 years. Success could be defined as securing funding that could be specifically attributed to the information provided in the Manual.

In terms of looking forward, HCDP-Ghana will need to make a plan for how they will incorporate this into their fundraising work. Most likely, HCDP-Ghana will be bringing on a volunteer to be in charge of fundraising and grant writing for the organization. This individual will use this Manual as a training tool and future resource.

Outside of the use of this Manual, there are sevral areas of potential future research that is needed in this field. For instance, there needs to be more research on the necessity of grant writing and international funding for local organizations. There are currently very few studies that have done this. Additionally, there needs to be some research conducted on the effectiveness of grant writing aids in general; whether they improve win rates or the quality of

proposals and by how much. Specifically, grant writing manuals should be evaluated as well to see how much of an impact they actually have on small local organizations.

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