



DEVELOPING FUNDING PROPOSALS

Africa Social Enterprise Workshop

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**WHAT DO YOU
HOPE TO LEARN
EXPECTATIONS!!!**





WORKSHOP OBJECTIVES

- To improve understanding of basic concepts & contemporary approaches to proposal development for fund raising
- To understand donor types, interests and compliance requirements.
- To x-ray the project grant management cycle and strategies for building a sustainable and credible donor architecture/funding base



Introduction



THE ENVIRONMENT FOR FUND RAISING IS INCREASINGLY BECOMING MORE COMPETITIVE WITH GLOBAL ECONOMIC REALITIES, SHRINKING DONOR POTS AND SHIFTING DONOR PRIORITIES.

What Does this MEAN?

- Donors have interests and priorities.
- Donors have existing grantees they work with.
- Donors have guidelines and compliance requirements.
- Donors demands accountability for all funds
- Donors are like **BRIDES**...You need to **WOO** them convincingly.



Understanding Basic Concepts & Contemporary approaches to Developing Proposals

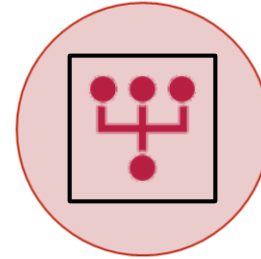


**Resource
Mobilization**

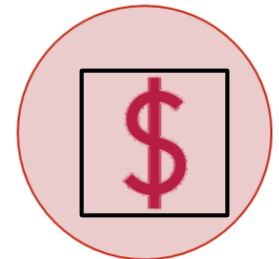
VERSUS

Fundraising

BASIC CONCEPTS



RESOURCE MOBILIZATION IS A
PROCESS THAT INVOLVES
**MANAGEMENT, RELATIONSHIP
BUILDING AND NETWORKING.**



THE RESOURCES CAN
INCLUDE BOTH CASH AND IN-
KIND. IT IS A PROCESS WHERE
WE IDENTIFY THE RESOURCES
REQUIRED FOR THE
DEVELOPMENT,
IMPLEMENTATION, AND
DEEPENING ACTIONS FOR
ACHIEVING THE
ORGANIZATION'S MISSION

RESOURCE MOBILIZATION FRAMEWORK (DIAGRAM)

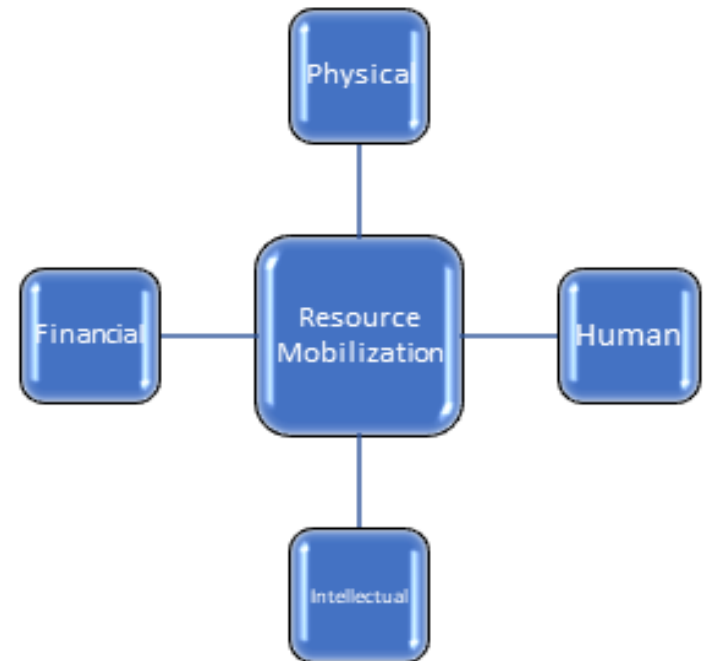
The 4-G Framework:

1. Physical resources: Tangible assets e.g., raw material, buildings, vehicles, storage facility, machines, and factory..

2. Human resources: Staff mix.

3. Intellectual resources: Nonphysical and intangible business resources like patents of the product, brands of the organization, copyright over important materials and even the partnerships.

4. Financial resources: Funds.



WHAT IS FUNDRAISING?

- Fundraising is generally defined as the process of soliciting financial support and is an essential way for most organizations to bring in revenue to fund their mission.





Caveat

WHAT IS YOUR ORGANIZATIONAL VISION, MISSION & VALUES?

- Organizational vision, mission and values are tied to the donors and funding supports that can be attracted.
- Fund raising drive is dependent on your organizations systems and structures. *E.g. Governance, financial systems, staff mix & capability etc.*
- Funding raising drive must align with your strategic objectives and donor priorities.

WHO IS A DONOR?

Literal Meaning:

a person who donates something, especially money to charity.

Contextual Meaning:

Donors are either development agencies, Corporate organizations or high net worth individuals with high value, multi-annual funds.

TYPES OF DONOR?

- ☐ Institutional (Development partners, Trusts, Foundations etc.)
- ☐ Corporate (CSR)
- ☐ High Net Worth Individuals
- ☐ Government etc.

TYPES OF FUNDS



RESTRICTED



NON-RESTRICTED

CONTEMPORARY APPROACHES TO FUND RAISING

Restricted

- ❖ Institutional Donors e.g. FCDO, USAID, EU, GAC etc.
- ❖ Trusts & Foundations e.g. Macarthur Foundation, Bill & Melinda Gates Foundation etc.
- ❖ CSR Fund raising

Unrestricted

- ❖ Corporate Funding Raising (CFR)
- ❖ Crowd funding
- ❖ Events fundraising e.g. Art fairs, Book Fairs etc.
- ❖ Investment fund raising e.g. Land banking, property acquisition
- ❖ Product auctions
- ❖ Financial instruments – Shares, Bonds, Treasury Bills etc.
- ❖ **Social Enterprise Leveraging**

Proposal Development



What is a proposal

- ❑ a plan or suggestion, especially a formal or written one, put forward for consideration by others.
- ❑ an act of putting forward or stating something for consideration.
- ❑ a written pitch on a given subject.

A Good Proposal

Good proposal requires a lot of forethought, understanding of your audience, and creative writing to persuade the reader/donor.



Donor Grant Management Cycle

DONOR GRANT MANAGEMENT CYCLE



**Engaging donor
call for
Fundraising**

THE PROS AND CONS

- Read the call details thoroughly at least 4 times.
- Summarize the call to underscore if you meet the requirements e.g. font size, page limits, pre-financing, cost share etc.

- **Single stage** – Full Proposal

- **Multi stage** -

1. EOI
2. Concept note
3. Full proposal

OTHER REQUIREMENTS

- ☐ Padar registration - EU
- ☐ DUNS/SAM/CAGE CODE –
USAID
- ☐ CAC
- ☐ Anti-fraud registration
certificate e.g. SCULM in
Nigeria
- ☐ Tax compliance and audit
reports. etc.



Understanding the Problem...

THE PROBLEM & SOLUTION TREE ANALYSIS

Caveat:

**DO NOT WRITE A
PROPOSAL UNTIL YOU
UNDERSTAND THE
PROBLEM TO BE
ADDRESSED.**





Developing Logical Framework & Theory of Change

LOGICAL-FRAME WORK

- A log frame is a tool for improving the planning, implementation, management, monitoring and evaluation of projects. The log frame is a way of structuring the main elements in a project and highlighting the logical linkages

It clearly details

Results chain	Indicators	Baseline (incl. year) reference	Current value Reference date	Targets (incl. year) reference	Sources means verification and of	Assumptions

- Overall objective,
- Specific objectives
- Impact
- Outcomes
- Outputs
- Activities



Indicators

THEORY OF CHANGE

A narrative that describes the organisations' view of how they can bring about the change they seek.

IF results are delivered...AND
assumptions hold true...THEN the
project purpose will be achieved...

TOC: A SAMPLE

The screenshot shows a web browser with the address bar displaying `tools4dev.org/resources/logical-framework-logframe-template`. The page contains a table with five rows and five columns. The columns are labeled: PROJECT SUMMARY, INDICATORS, MEANS OF VERIFICATION, and RISKS / ASSUMPTIONS. The rows are labeled: Goal, Outcome, Outputs, and Activities. The table content is as follows:

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	10% increase in the number of Grades 5-6 primary students continuing on to high school within 3 years.	Percentage of Grades 5-6 primary students continuing on to high school.	Comparison of primary and high school enrolment records.	N/A
Outcome	Improve reading proficiency among children in Grades 5-6 by 20% within 3 years.	Reading proficiency among children in Grades 5-6	Six monthly reading proficiency tests using the national assessment tool.	Improved reading proficiency provides self confidence required to stay in school.
Outputs	500 Grade 5-6 students with low reading proficiency complete a reading summer camp	Number of students completing reading summer camp.	Summer camp attendance records.	Children apply what they learnt in the summer camp at school.
Activities	Run five summer reading camps, each with capacity for 100 Grades 5-6 students.	Number of summer camps run.	Summer camp records.	Parents of children with low reading proficiency are willing to send them to the camp.

Hand-drawn orange annotations on the table include:

- A circle around the 'Outputs' row.
- A circle around the 'Activities' row.
- A large arrow pointing from the 'Outputs' row to the 'Activities' row, labeled 'THEN'.
- A large arrow pointing from the 'Activities' row to the 'Risks / Assumptions' column, labeled 'IF'.
- A large arrow pointing from the 'Risks / Assumptions' column back to the 'Outputs' row, labeled 'AND'.

PROJECT BUDGETING

- This is an overall estimation of project delivery costs, including activity costs, administrative cost, personnel cost and other overhead costs.

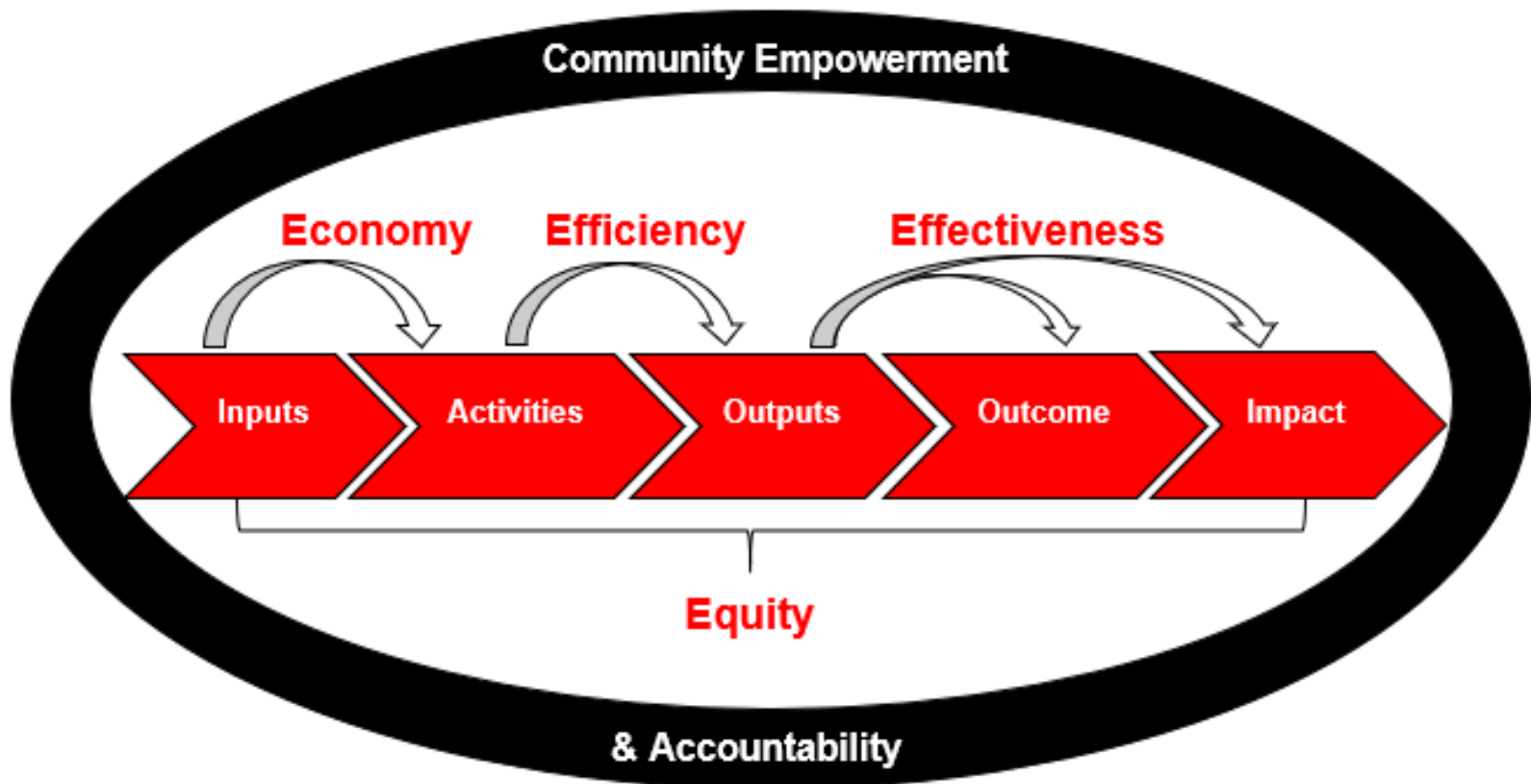
Donor Budget Considerations

- Is it ALLOCABLE
- Is it ALLOWABLE
- Is it REASONABLE
- Value for MONEY principle
- Does it take GEDSI into consideration

CAVEAT!

- DO not forget to include some form of budget note, either in the budget itself or as stand alone detailed document as may be acceptable by the donor
- Ensure to cost recover as may be allowable by the donor (above the line and below the line cost recovery)
- Some donors allow admin fee e.g. USAID NPAC

VALUE FOR MONEY PRINCIPLE



PROPOSAL SUBMISSION

- Read your proposal documents again to ensure compliance with guiding principles in the call terms of reference.
- Ensure to meet donor submission deadlines

Caveat: Some donors require online submission, others physical (with hard copies and a CD) or both.

- **EXPECT THE FEEDBACK**

**Building a
sustainable and
credible donor
architecture/
funding base**

1. Effective Programming
2. Spend the money and achieve results (within the A-A-R Limits)
3. Look out for **WINDOWS OF OPPORTUNITIES** (WOO)
4. Write quality proposals
5. Join or make up consortia to apply for funding opportunity
6. Get seed grant to demonstrate evidence of our work in new areas
7. Follow up the proposals
8. Keep formal and informal relationships
9. Send publications and information of the successes you are making to DONORS (either funded or not)
10. Attend cluster meetings and make contributions
11. Be active on social media. Donors check you out online...
12. Be accountable and deliver

Identifying Windows of Opportunities?

- Research call for proposals.
- From existing interventions.
- Solution to Problem Approach .
- Innovative, creative and strategic thinking
- Partnerships and collaboration
- Consortia approach etc.

Basic Format for Proposal writing

Institutional Donors	Corporates
<ul style="list-style-type: none"> <input type="checkbox"/> Project background and rationale <p>Including the project concept and links to any past or current projects.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Justify the need for the project. <input type="checkbox"/> Describe the project context including the identified development problem. <input type="checkbox"/> Overall objective <input type="checkbox"/> Specific objective(s) <input type="checkbox"/> Expected Results <input type="checkbox"/> Activities <input type="checkbox"/> Project target group <input type="checkbox"/> Budget & Budget notes <input type="checkbox"/> Logical framework <input type="checkbox"/> Activity schedule <input type="checkbox"/> Risk & Mitigation plan <input type="checkbox"/> MEAL Plan 	<ul style="list-style-type: none"> <input type="checkbox"/> Title. <input type="checkbox"/> Table of contents. <input type="checkbox"/> A cover letter <input type="checkbox"/> An executive summary <input type="checkbox"/> Statement of the problem/need <input type="checkbox"/> Specific objectives and goal <input type="checkbox"/> Describe methods and strategies (activity schedule) <input type="checkbox"/> Detailed plan for monitoring & evaluation <input type="checkbox"/> Budget & Budget notes <input type="checkbox"/> Detail organizational information/Capability Statement <input type="checkbox"/> Value propositions for the corporate entity

A Fund Raising Plan

A Good Resource Plan should have the following

- Introduction of the Plan
- Executive Summary
- About your Organization
- Vision, Mission Statements, Motto and Core Values
- Capability Statement and Past Achievements
- Contextual Analysis of the Plan
- The SWOT (Strengths, Weaknesses, Opportunities, Threats)
- The Strategic Objectives & Priorities
- Implementation Plan & M&E framework
- Fund Raising & Sustainability Plan

**Retaining and
Managing
existing donors**



**Keep donors
informed.**

**Keep donors
satisfied**

**Keep donors
visible**



Possible Donor Sites...


- **FundsforNGO.org**
- <http://www.cdsfunds.com/>
- <http://www.charity.org/>
- <https://www.nonprofitexpert.com/international-grants/>
- **www.mamacash.nl**
- **<https://www.ohchr.org/en/issues/ipeoples/ipeoplesfund/pages/sources.aspx>**

Take Home Task

1. What are the funding opportunities within your organization's vision, mission and strategic Objectives?
2. Who are the donors that can be linked to each of these funding areas? **LIST THE POSSIBLE DONORS**
3. How do we engage these donors and processes to increase our chances of getting funding for your work?

Thanks for Listening





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