



HEALTH  
COMMUNICATION  
CAPACITY  
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# RESOURCE Mobilization Implementation Kit

## A Deep Dive into Proposal and Grant Development

**Presenters:**

**Judith Seltzer, MPH, MBA**

Senior Principal Technical Advisor, Institutional Development

**Eliana Monteforte, MPH**

Senior Technical Advisor, Institutional Development

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FROM THE AMERICAN PEOPLE

# Introductions

**Judith Seltzer, MPH, MBA**



**Eliana Monteforte, MPH**



# Poll 1

Does your organization submit proposals and/or grants in response to solicitations?



## Poll 2

Are you responsible for either writing, managing or providing technical inputs to proposals and/or grants?



## Poll 3

Does your organization actively pre-position itself for future proposals and/or grants?



# Outline

- Define proposal and grant development
- Review the six steps to proposal and grant development
- Showcase I-Kit tools “highlights”



## Definition

**Proposal/grant development** is generally done in response to a procurement or solicitation released by a donor. An organization can use this method to obtain funds for one- to six-year projects as opposed to business planning, which secures funding for the development and launch of a single product and/or service.



# Six Steps to Proposal/Grant Development

1. Gather Intelligence
2. Approach Funders
3. Complete a Risk Assessment
4. Analyze a Solicitation
5. Write a Proposal
6. Manage the Proposal Process





# 1. Gather Intelligence

There are three steps to intelligence gathering.

## SCAN

Cast a wide net to see what kinds of funders and/or proposal opportunities exist or are to be released in the future.

## TRACK

Identify the specific funders or opportunities the organization would like to prioritize for closer consideration.

## FOCUS

Make a decision to engage a funder or pursue a proposal/grant application. When selecting which opportunities to pursue, an organization must always consider whether those opportunities align with the vision and mission of the organization.



# Highlight: Resources

- Funder information website links
- Funder and investor database template
- Opportunities tracker template
- Follow-up do's and don'ts



## 2. Approach Funders

- Preparing form and informal presentations
- Tailoring formal and informal presentations
- Following up



### Preparing for Informal Presentations

**Instructions:** Read the following scenario and write your responses to points 1-3 below.

*Imagine you have just entered an elevator on the ground floor of a major hotel in the capital city, where you have been invited to attend a reception for donors and philanthropists. Standing next to you is Bill Gates. You are both going to the reception. You introduce yourself and he asks you what kind of work you do. You realize you have about three minutes to tell him about your organization and why it is important to develop and deliver a new product or service you have identified or implement a new project. Your hope is that he will be moved by what you tell him and compelled to fund the development of your organization's new product or service or project.*

1. Tell Bill in one or two sentences what your organization hopes to accomplish in society—its mission, or the reason it exists.
2. Tell Bill in one or two sentences what new product, service or project your organization needs to develop and introduce to accomplish its mission more effectively.
3. Tell Bill in one sentence how your organization is uniquely qualified to deliver this new product, service or project.

It is also key that organizations are knowledgeable about the technical areas their prospective or current funders are investing in to achieve the own visions and missions. Thus, it is extremely important that an organization tailor its presentations to each individual funder or investor. An organization should use the information from its intelligence gathering to highlight how their products, services and projects can help the funder achieve its goals.

## 3. Complete a Risk Assessment

- Funding Mechanisms
- Conducting a Risk Assessment
- Obtaining Stakeholder Commitment



# Highlight: Opportunity Risk Assessment Tool

**OPPORTUNITY RISK ASSESSMENT**

To assist you in conducting a more holistic opportunity assessment, the following checklist form is provided to help you determine the appropriateness of an opportunity to accept funding for a particular issue. This checklist is a tool to help you determine the appropriateness of an opportunity to accept funding for a particular issue. This checklist is a tool to help you determine the appropriateness of an opportunity to accept funding for a particular issue. This checklist is a tool to help you determine the appropriateness of an opportunity to accept funding for a particular issue.

1. Assessing risk from several issue related opportunities (opportunities at a given time, for which there are limited positions, for each of the above categories) is required for a grant award. You must consider all risks for the opportunity to accept funding for a particular issue.
2. All risk must be considered along the checklist, the final Overall Assessment Table at the bottom of the page will contain scores for each of the categories. A risk score of 0 (zero) indicates a risk, a risk score of 1 (one) indicates a risk, a risk score of 2 (two) indicates a risk, a risk score of 3 (three) indicates a risk, a risk score of 4 (four) indicates a risk, a risk score of 5 (five) indicates a risk, a risk score of 6 (six) indicates a risk, a risk score of 7 (seven) indicates a risk, a risk score of 8 (eight) indicates a risk, a risk score of 9 (nine) indicates a risk, a risk score of 10 (ten) indicates a risk.

**PROPOSAL TITLE:** \_\_\_\_\_

Section	Category	PROPOSAL TITLE				Evidence to support findings	
		Score (0-10)	Low Risk	Medium Risk	High Risk		
<b>Program Alignment with Your Organization</b>	Alignment of program to the organization's mission	0-10	Low	Medium	High	Evidence to support findings	
	Program of objectives work with organization's strategic plan	0-10	Low	Medium	High	Evidence to support findings	
	Level of investment in program	0-10	Low	Medium	High	Evidence to support findings	
<b>Technical Capacity</b>	Level of investment in technical capacity	0-10	Low	Medium	High	Evidence to support findings	
	Availability of technical staff	0-10	Low	Medium	High	Evidence to support findings	
	Availability of other staff	0-10	Low	Medium	High	Evidence to support findings	
	Availability of equipment	0-10	Low	Medium	High	Evidence to support findings	
	Availability of training	0-10	Low	Medium	High	Evidence to support findings	
<b>Proposed Development Capacity</b>	Level of investment in development capacity	0-10	Low	Medium	High	Evidence to support findings	
	Availability of development staff	0-10	Low	Medium	High	Evidence to support findings	
	Availability of other staff	0-10	Low	Medium	High	Evidence to support findings	
	Availability of equipment	0-10	Low	Medium	High	Evidence to support findings	
	Availability of training	0-10	Low	Medium	High	Evidence to support findings	
<b>Other Considerations</b>	Level of investment in other considerations	0-10	Low	Medium	High	Evidence to support findings	
	Availability of other staff	0-10	Low	Medium	High	Evidence to support findings	
	Availability of equipment	0-10	Low	Medium	High	Evidence to support findings	
	Availability of training	0-10	Low	Medium	High	Evidence to support findings	
	Availability of other considerations	0-10	Low	Medium	High	Evidence to support findings	
<b>Risk Assessment</b>	Alignment of program to the organization's mission	0-10	Low	Medium	High	Evidence to support findings	
	Program of objectives work with organization's strategic plan	0-10	Low	Medium	High	Evidence to support findings	
	Level of investment in program	0-10	Low	Medium	High	Evidence to support findings	
	Level of investment in technical capacity	0-10	Low	Medium	High	Evidence to support findings	
	Availability of technical staff	0-10	Low	Medium	High	Evidence to support findings	
	Availability of other staff	0-10	Low	Medium	High	Evidence to support findings	
	Availability of equipment	0-10	Low	Medium	High	Evidence to support findings	
	Availability of training	0-10	Low	Medium	High	Evidence to support findings	
	Level of investment in development capacity	0-10	Low	Medium	High	Evidence to support findings	
	Availability of development staff	0-10	Low	Medium	High	Evidence to support findings	
	Availability of other staff	0-10	Low	Medium	High	Evidence to support findings	
	Availability of equipment	0-10	Low	Medium	High	Evidence to support findings	
	Availability of training	0-10	Low	Medium	High	Evidence to support findings	
	Level of investment in other considerations	0-10	Low	Medium	High	Evidence to support findings	
	Availability of other staff	0-10	Low	Medium	High	Evidence to support findings	
	Availability of equipment	0-10	Low	Medium	High	Evidence to support findings	
	Availability of training	0-10	Low	Medium	High	Evidence to support findings	
	Availability of other considerations	0-10	Low	Medium	High	Evidence to support findings	
	Overall Assessment		0-10	Low	Medium	High	Evidence to support findings
	Alignment of program to the organization's mission	0-10	Low	Medium	High	Evidence to support findings	
	Program of objectives work with organization's strategic plan	0-10	Low	Medium	High	Evidence to support findings	
	Level of investment in program	0-10	Low	Medium	High	Evidence to support findings	
	Level of investment in technical capacity	0-10	Low	Medium	High	Evidence to support findings	
Availability of technical staff	0-10	Low	Medium	High	Evidence to support findings		
Availability of other staff	0-10	Low	Medium	High	Evidence to support findings		
Availability of equipment	0-10	Low	Medium	High	Evidence to support findings		
Availability of training	0-10	Low	Medium	High	Evidence to support findings		
Level of investment in development capacity	0-10	Low	Medium	High	Evidence to support findings		
Availability of development staff	0-10	Low	Medium	High	Evidence to support findings		
Availability of other staff	0-10	Low	Medium	High	Evidence to support findings		
Availability of equipment	0-10	Low	Medium	High	Evidence to support findings		
Availability of training	0-10	Low	Medium	High	Evidence to support findings		
Level of investment in other considerations	0-10	Low	Medium	High	Evidence to support findings		
Availability of other staff	0-10	Low	Medium	High	Evidence to support findings		
Availability of equipment	0-10	Low	Medium	High	Evidence to support findings		
Availability of training	0-10	Low	Medium	High	Evidence to support findings		
Availability of other considerations	0-10	Low	Medium	High	Evidence to support findings		



## 4. Analyze a Solicitation

- Technical Proposal Outline
  - Donor Mission
  - Background
  - Technical Areas
  - Results/Sub-Results
  - Indicators
- Procurement Analysis
  - Stated results
  - Program components
  - Key personnel
  - Available funding
  - Project duration
  - Deadline for submission
  - Submission requirements
  - Evaluation criteria



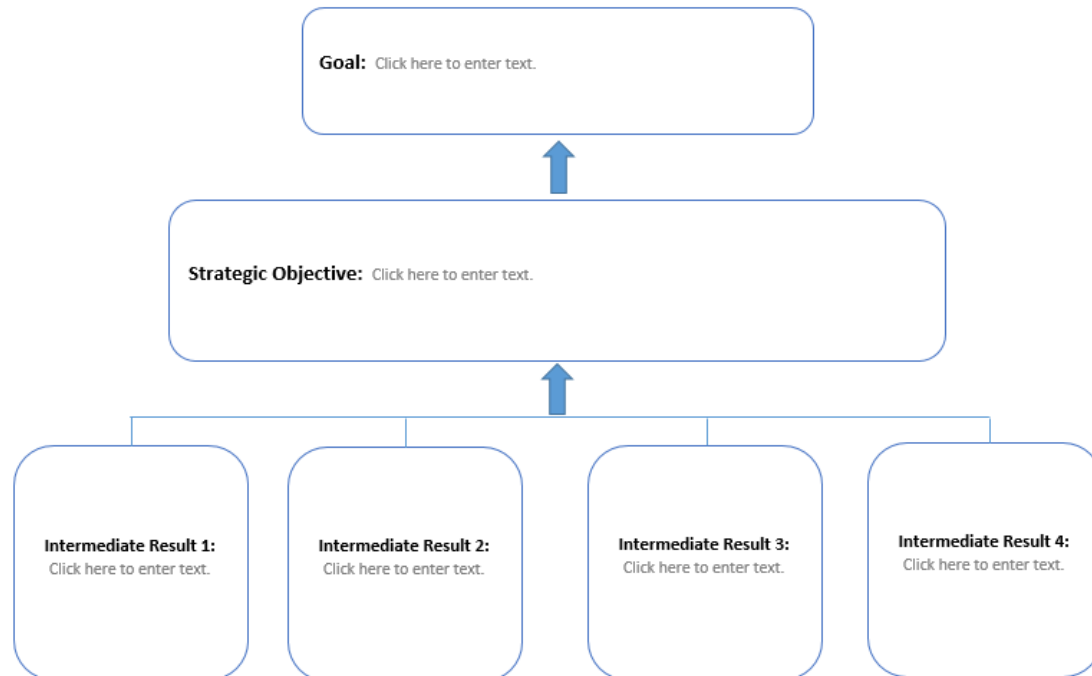
## 5. Write a Proposal

- Executive Summary
- Technical Approach
- Workplan and Timeline
- Monitoring and Evaluation
- Management and Staffing Plan
- Capability Statement
- Cost Proposal



# Highlight: Writing a Technical Strategy and Approach

## Results-Based Framework





# Highlight: Workplan and Timeline

## Illustrative Workplan and Timeline

Activity	W1	W2	W3	W4	W5	W6	W7	W8	Responsible	Anticipated Outputs
1.1 Review NicaSalud's TO financial management model system (including financial, administrative, resource management, procurement, internal control and technical assistance)	X	X	X	X	X				L. Linares	1. A diagnosis of essential performance functions in the TO's financial system and the interrelation and management among the TO's affiliates and partners is completed 2. An assessment on the current state of NicaSalud's financial management is completed
1.1.1 Review the organizational manual, the manuals for financial management procedures, budgets and resources from cooperative sources outside the TO.	X	X	X	X	X				L. Linares	
1.1.2 Review policies, rules and procedures of the procurement, resource management and internal control systems.	X	X	X	X	X				L. Linares	
1.1.3 Research available information on the processes to improve the function and structure of the TO.	X	X	X	X	X				L. Linares	
1.1.4 Analyze the findings and recommendations produced by the audit in order to obtain a reasonable assessment of the TO's ideal performance versus its actual performance.	X	X	X	X	X				L. Linares	

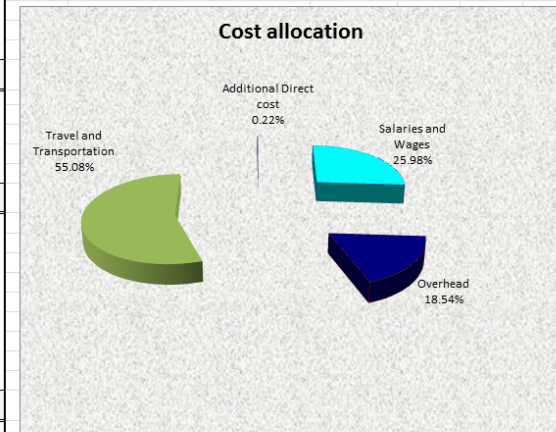


# Highlight: Cost Proposal Template

## Resource Mobilization and Business Planning for Health (BPH) Workshop

Line Item	Rate	Unit	Days	Amount
<b>I. Salaries &amp; Wages ( Consult with HQ for this cost element)</b>				
BPH Master Facilitator - Eliana	\$ 330.77	1	20	\$ 6,615.38
BPH Co-Facilitator - Casey	\$ 159.00	1	14	\$ 2,226.00
Resource Mobilization Master Facilitator- Anita	\$ 353.84	1	14	\$ 4,953.76
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
HSV	13.50%			\$ 1,862.34
<b>Subtotal Salaries &amp; Wages</b>				<b>\$ 15,657.49</b>
<b>II. Overhead</b>				
HQ Personnel (HQ)	81%			\$ 11,174.07
Local Personnel (LP)				\$ -
Consultant				\$ -
<b>Subtotal Overhead</b>				<b>\$ 11,174.07</b>
<b>III. Travel &amp; Transportation</b>				
RT Flight - international	\$ 2,000.00	3		\$ 6,000.00
RT Flight - Local	\$ -			\$ -
Per Diem - International	\$ 571.00	3	14	\$ 23,982.00
Per Diem - local	\$ -			\$ -
Travel Visa	\$ 209.00	3	1	\$ 627.00
Ground Transportation	\$ 50.00	3	14	\$ 2,100.00
Airport Transfer	\$ 200.00	3		\$ 600.00
<b>Subtotal Travel &amp; Transportation</b>				<b>\$ 33,309.00</b>
<b>IV. Additional Direct Costs</b>				
A. Printing/Photocopying	\$ 50.00	1		\$ 50.00
B. Communication	\$ -	1		\$ -
C. Postage & Shipping	\$ 60.00	1		\$ 60.00
D. Supplies & Materials	\$ 25.00	1		\$ 25.00
E. Other Participant cost	\$ -	1		\$ -
G. Venue cost	\$ -	1		\$ -
F. Other Direct Costs	\$ -	1		\$ -
<b>Subtotal Additional Direct Costs</b>				<b>\$ 135.00</b>
<b>SUBTOTAL</b>				<b>\$ 60,275.56</b>
Fee				\$ -
<b>TOTAL</b>				<b>\$ 60,275.56</b>

PROGRAM COST ALLOCATION	AMOUNT
Salaries and Wages	\$ 15,657.49
Overhead	\$ 11,174.07
Travel and Transportation	\$ 33,309.00
Additional Direct cost	\$ 135.00
Fee	\$ -
<b>TOTAL</b>	<b>\$ 60,275.56</b>



# Highlight: Monitoring and Evaluation Plan

## Illustrative Monitoring and Evaluation Plan

Illustrative Indicator	Indicator Definition	Data Source	Collection Frequency	Life of Project Target
<b>Result 1:</b> Improved Institutional Capacity in Management and Implementation of the Revitalization of Municipal Health Services Strategy, with Attention to Health Information and Human Resources.				
<b>Component 1:</b> Provincial and Municipality Health Service Planning, Costing, and HRM Development.				
Activity 1: Provincial and Municipality Health Planning Process.				
Develop, in conjunction with local stakeholders, <i>Annual Provincial and Municipality Health Planning and Costing Guideline</i> .	The <i>Annual Planning Guidelines</i> will enhance the use of data, incorporate best management practices, strengthen budget and financial management, and assess and address human resource needs. These guidelines will be developed with broad input by multi-sectoral Government of Angola staff and key donors.	Document Available and Distributed	Once	One: Milestone
Number and percent of Provincial and Municipal Health Offices (DPS and RMS Units, respectively) supported in the municipal health planning process.	Support will begin with fostering the development of <i>Annual Planning Guidelines</i> . Once the guidelines have been developed and vetted, facilitators will guide the implementation of the plan toward the goals of reducing health problems and increasing the provision of quality services.	Facilitator Reports  Annual Plans	Ongoing	2 Provincial/100%  20 Municipal/80%
Number and percent of DPS and RMS Units completing their Annual Plans on time by the end of the project.	The due date for Annual Plans will need to be defined at the time the <i>Annual Planning Guidelines</i> are developed.	Annual Plans	Annual	2 Provincial/100%  20 Municipal/80%
Number and percent of municipalities with a functioning Municipal Health Committee.	"Functioning" will be defined as a committee with at least 75 percent of planned meetings held for each project year.	Agenda, Minutes	Annual	TBD after completing baseline



## 6. Manage the Proposal Process

- Development Team
- Calendar
- Review Process
- Production



## Up Next!

- Launch of the Resource Mobilization I-Kit  
(September 30, 2015)



# Questions?

