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The U.S. Government's Global Hunger & Food Security Initiative

Fundraising and Grant Writing Workshop

For Trellis Recipients

March 28, 2019

Washington DC



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Introductions

Who are we?

Why are we here?



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Welcome!

Megan Mayzelle

- M.S. Int'l Agricultural Development UC Davis
- M.S. Soils and Biogeochemistry UC Davis
- Project Management Certified
- Experience:
 - Community Dev Grant Director (~\$20 million USD)
 - Int'l Community Development Project Coordinator
 - Peace Corps Agricultural Extensionist
 - Freelance writer and facilitator
- Asia, Africa, South America



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Who are we?

In general, the people in this room:

- Represent non-profit organizations
- Are in start-up phase
 - next fundraising goal = 50-1000% of current annual budget
- Have written and received at least one grant
- Want to learn to increase grant writing success
- Want to learn about other ways to raise funds



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Presenting Yourself Concisely

In 30 seconds:

- Your name
- Country
- Role
- Organization name
- Organizational objective
- *If I could accomplish just one thing during this workshop, it would be...*



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Overview of Funding Resources

Are grants really your best option?

How you plan to use the funding affects which is the way to get it.

In-kind resources are equally important as money.



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Are grants really your best option?

- Grants narrowly define:
 - On what you may spent money
 - Activities and outcomes of your project
- Many don't allow spending on salaries and staff training
 - (But overhead is ok)
- Reporting and compliance requirements





Other resources to consider

- Staffing:
 - Peace Corps Volunteers (2 years)
 - Farmer to Farmer (~1 month)
- Capacity building:
 - Short course scholarships
 - Degree scholarships
 - Conference attendance scholarships





Other resources to consider

- Start-up funding (for sustainable business models)
 - Kickstarter
 - iFundWomen
 - yCombinator
- Loans
 - Kiva
- Unrestricted funds (=no use or compliance rules)
 - Crowdfunding
 - Events with low upfront cost (trivia, movie, competition, restaurant partnership)





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Understanding Grant Opportunities

What's the difference between donors/grantors and implementing partners?

Consider the (dis) advantages of major and minor grants.

Give yourself enough lead time.



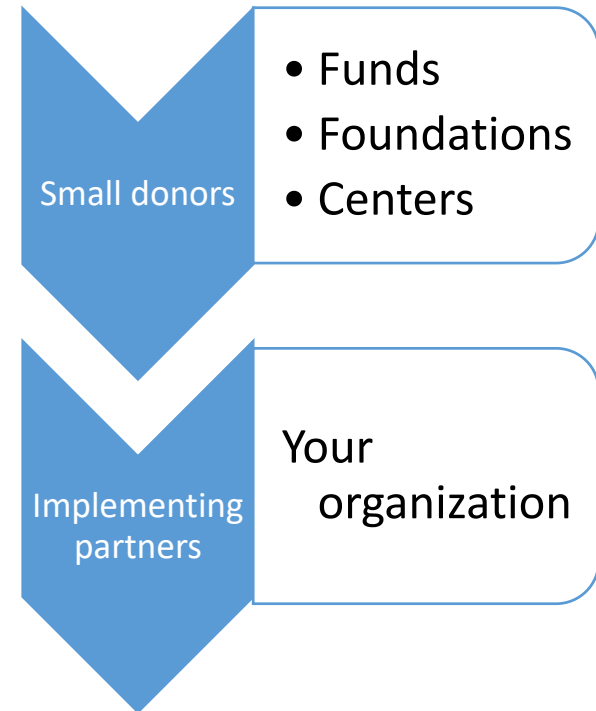
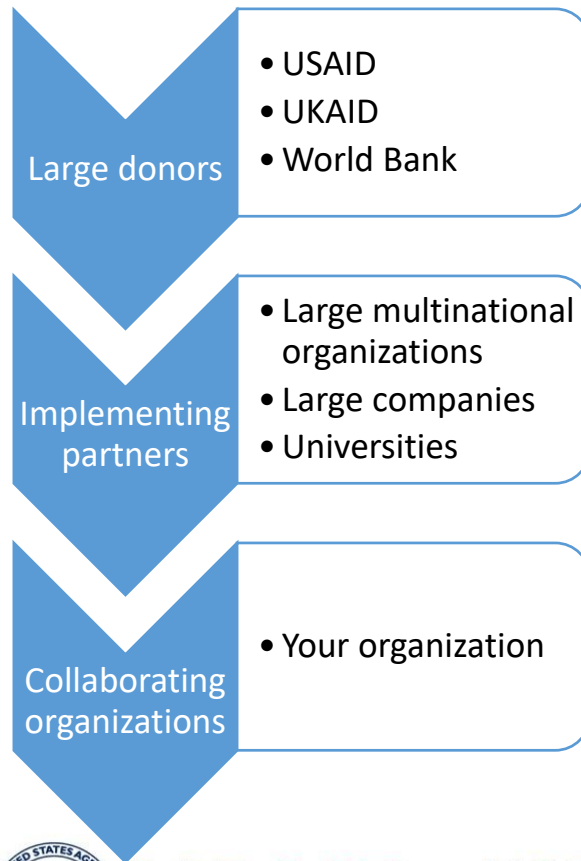
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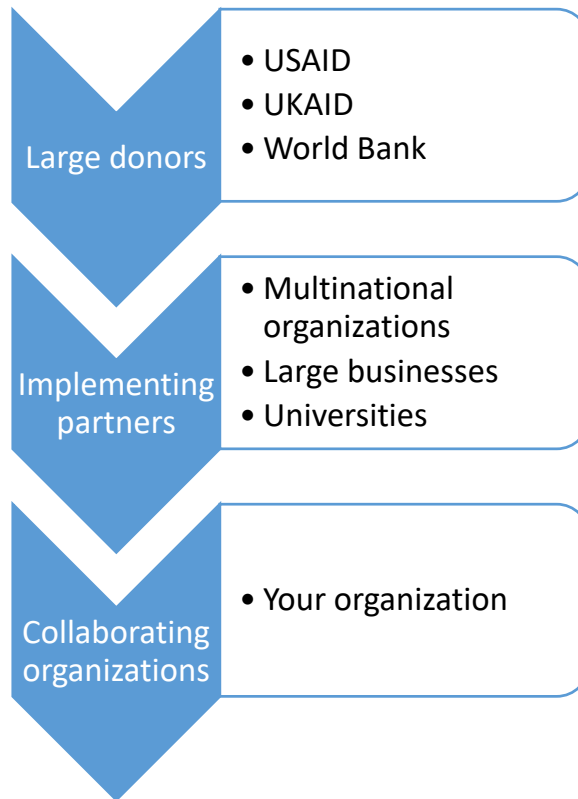


Donors and Implementing Partners





Major Grants



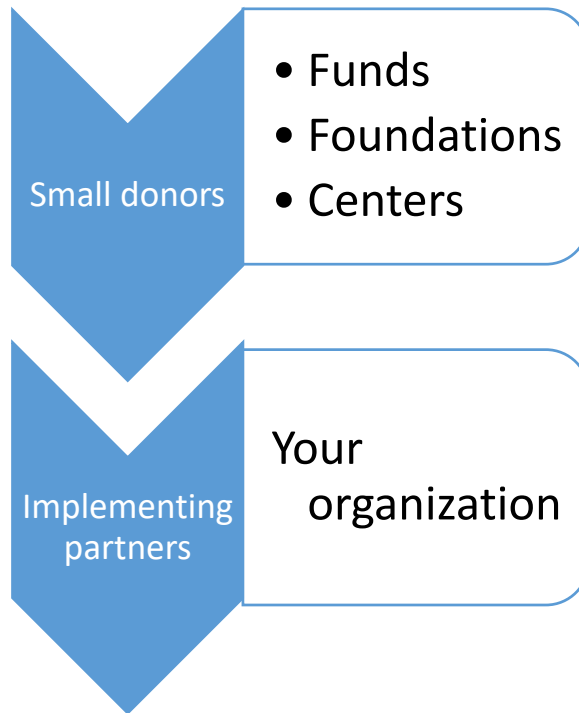
Small organizations are **highly unlikely** to win grants directly from large donors, and applications are extremely **time-consuming**

1. **MONITOR** large donor websites to learn about new large projects happening in your area
2. **NETWORK** in your region to stay updated on sub-grant opportunities





Minor Grants



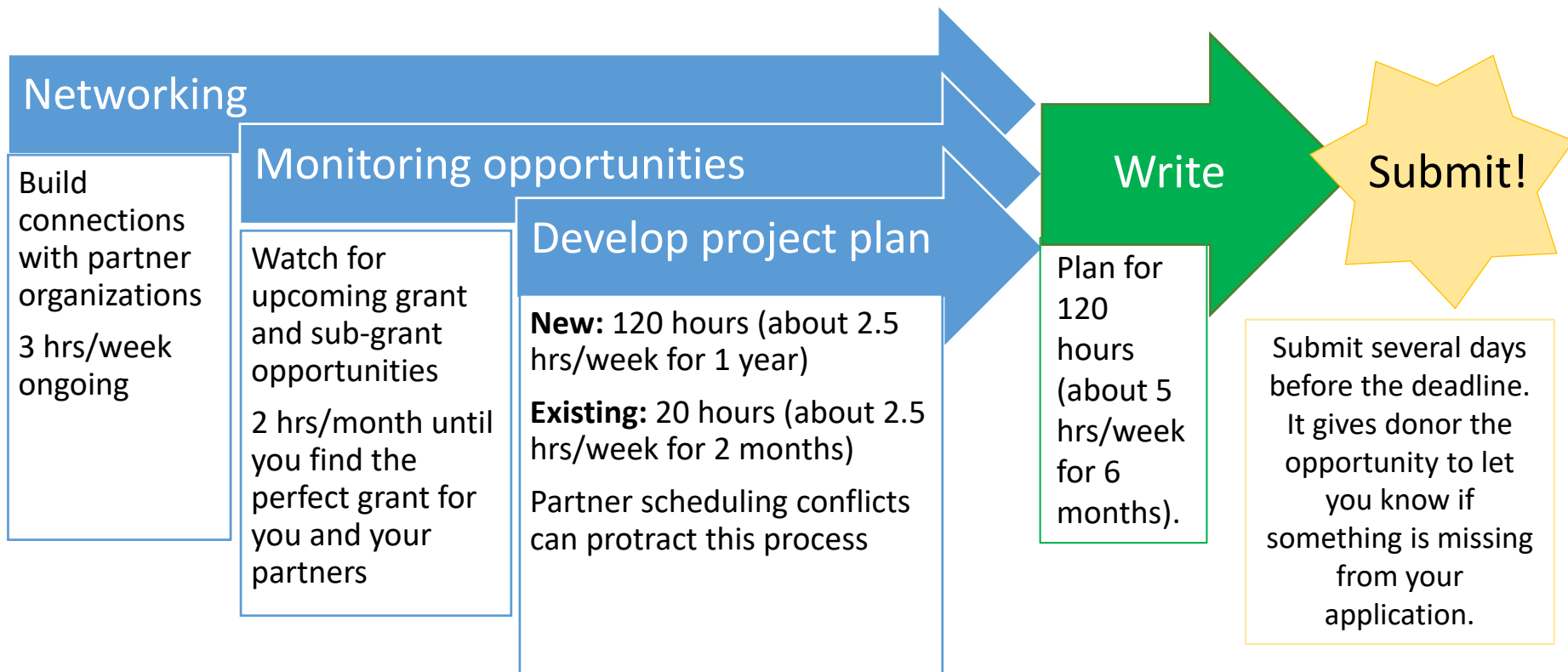
Small donors generally prefer awarding grants to **small organizations**, but they rely more on **trust** and **tax exemptions**

1. **ADDRESS** your tax status in the foundation's home country
2. **NETWORK** in your region to offer donors trust and incredible expertise





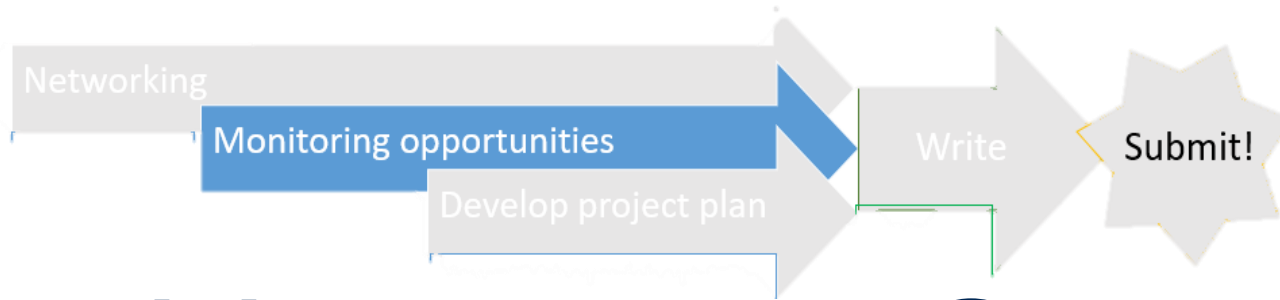
Grant application timeline





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Monitoring Grant Opportunities

Do you meet qualifications to apply?

Consider the cost of applying vs. the potential benefit.

Understand legal status requirements and opportunities.



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Finding grants

- Think **one year** ahead
 - Most grants recur annually
 - USAID announces Annual Program Statements (APS) and Business Forecast one year in advance
 - You and your partners already have a lot of work
- Internet search: international development grants
 - Get on mailing lists
 - Keep a calendar of important dates





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Do you qualify?

- Carefully review entire announcement for **descriptions of successful** applicants.
- If you don't meet all of the qualifications **extremely well**, or can't provide clear evidence of the same, then don't apply.

Successful proposals will:

1. Be comprised of an interdisciplinary research team. Proposals must be submitted by a lead PI from a public U.S. university. Proposals must include an interdisciplinary and international research team. The team must consist of U.S. university researchers and researchers from Feed the Future countries, at a minimum. Successful proposals will include teams with a variety of research specialties as appropriate for the project proposed, such as, but not limited to, agricultural scientists, nutritionists, postharvest biologists, economists, gender specialists, and sociologists. It is appropriate to budget for a research manager or coordinator.
2. Conduct research that aligns with and contributes to Horticulture Innovation Lab principles. The Horticulture Innovation Lab has a commitment to innovation and scaling, capacity building, nutrition sensitive horticulture, empowering vulnerable populations, information dissemination, and value-chain research. Successful proposals will address these principles.
3. Conduct baseline, midterm, and end-of-project assessments and propose ways to adjust projects, as needed. A monitoring and evaluation plan is required of all projects and should indicate the stages of the project where reflexive action will be taken.
4. Strive to work with other USAID projects in the target country(s).
5. Include rationale of how this research will impact development practices. Horticulture Innovation Lab research should benefit people working in development, including USAID employees, contractors, and in-country project managers.
6. Describe how this proposed project aligns with or complements USAID Mission and focus country government priorities. Information on Feed the Future country priorities can be found at <http://feedthefuture.gov/>.

Projects that are funded will be interdisciplinary and creative. There are many tools available to impact agricultural systems and some may be useful for this proposed project on gender and social equity. Some tools that Horticulture Innovation Lab researchers have found successful are:



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Do you qualify?

- If you don't meet all of the qualifications **extremely well**, or can't provide clear evidence of the same, then don't apply.

Roles of partners

The XX university and XX university are collaborating on the project, with XX university as the lead institution. XX university College of Ag is home to the XX initiative, a program designed to enhance collaboration in XX region in order to enhance food and economic security, and sustainable agricultural development through research, extension and education. XX university will serve as the administrative entity for the project under the direction of the Office of International Programs. The Director of the office will be responsible for the overall coordination of partner roles and responsibilities including financial reporting and oversight of project activities. XX name will serve as the PI for the project, along with Co-PIs in the areas of gender, rural development and horticulture. XX university will lead in objectives 1 and 3 and part of objective 4. XX university will lead and coordinate objective 2 and part of 4. XX person will oversee the on-the-ground project implementation, integration of the nutrition component (XX person), as well as coordination with the XX Regional Center in XX place. XX person and his team will also coordinate with other USAID programs and NGOs working in the region (see Letters of Support). XX person will serve as a



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Do you qualify?

- Does your organization have:
 - the **staff, expertise, time, and infrastructure**
 - to complete the **scale** of project the donor wants
 - in the **time** they specify
 - with the **funding** available?
- Don't:
 - Overpromise results
 - Under budget costs
 - Under spend funds (burn rate)





Is this grant worth your time?

- Google search:
 - **Applicant success rate** of the grant (what % of applicants receive an award)
 - **First-time applicant** success rate (what % of awards are given to previous winners vs. first-time applicants)
 - **Past year winners:** are they organizations like yours?
 - **Donor values:** do they aim to support small organizations?





Is this grant worth your time?

- 17% of applicants receive a grant on average
 - Smaller donors fund 20-60% of applications
 - Large donors fund about 6%
- 30% of professionally written applications to new donors are funded
- 80% of professionally written applications to existing donors are funded





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Is this grant worth your time?

- Cost : Benefit Analysis

Hours to completion * average USD pay per hour

Grant amount * Applicant success rate * 30%



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Non-profit and tax status

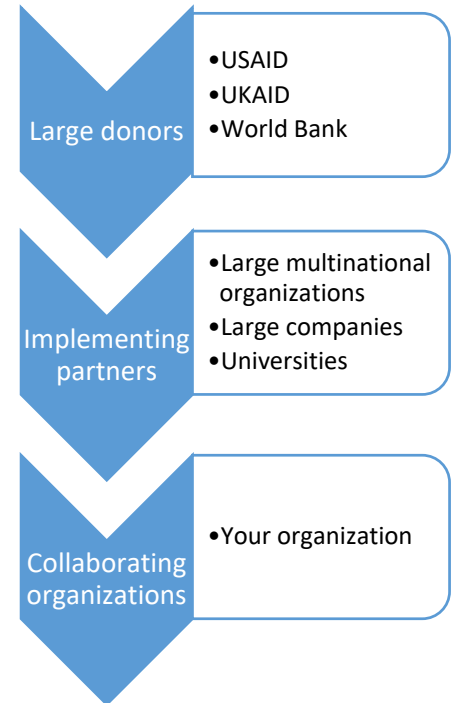
- Smaller donors often require non-profit status or a similar tax registration status
 - also called 501(c)3 in USA
- Generally, your organization must be based in a country in order to receive non-profit or other tax statuses.





No tax status?

- Option 1: Find another grant
 - Implementing partner sub-grants
- Option 2: Apply for tax status
 - If you have a branch in that country
- Option 3: Partner with an organization that has status
- Option 4: Work with a fiscal sponsor
 - USA





Fiscal sponsorship

- In USA, registered non-profits offer fiscal sponsorship services
 - Generally about ~8-10% of grant award
 - Must align with fiscal sponsor's organizational goals
 - Takes care of reporting, filing, and other paperwork
- Establish fiscal sponsor relationship before beginning grant application.





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Develop a Project Plan

Discover your blind spots, issues, and strengths.

Prepare for grant applications.

Characteristics of great projects.

Methodologies for designing great projects.



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Start now

- Even if your project is already happening
- Gives you insight
 - Your strengths
 - Your challenges
 - Your goals
 - What you can offer partners
 - Where you could use support
- Time to think → better plan





Write it down

- Complete each step of the methodology
- Take clear notes
- Prepares you to discuss and present your project
- Becomes part of grant application
- Becomes part of your pitch to collaborating organizations
- Becomes part of documents for the public





Characteristics of great projects

- Developed by the community
 - Surveys
 - Participatory Analysis for Community Action (PACA) tools
- Uses proven methodologies
 - Logical Framework
 - M&E Framework
 - Work Plan
 - Risk Assessment
 - CSA-PLAN





Characteristics of great projects

- Holistic and cross-cutting
 - Addresses all circumstances feeding the focus issue
 - Across multiple disciplines
- Variety of partners
 - Public institutions
 - private companies
 - government
- **Integrates** marginalized populations
 - Women
 - Youth
 - Ethnic minorities





Project plan methodologies

- What is the situation?
 - Issue you want to solve
 - Opportunities and challenges in doing so
- How could it be improved?
 - Practices, programs, policies
- What's the best approach to doing so?
 - guidelines, models, systems
- How will you know it's working?
 - Monitoring and evaluation

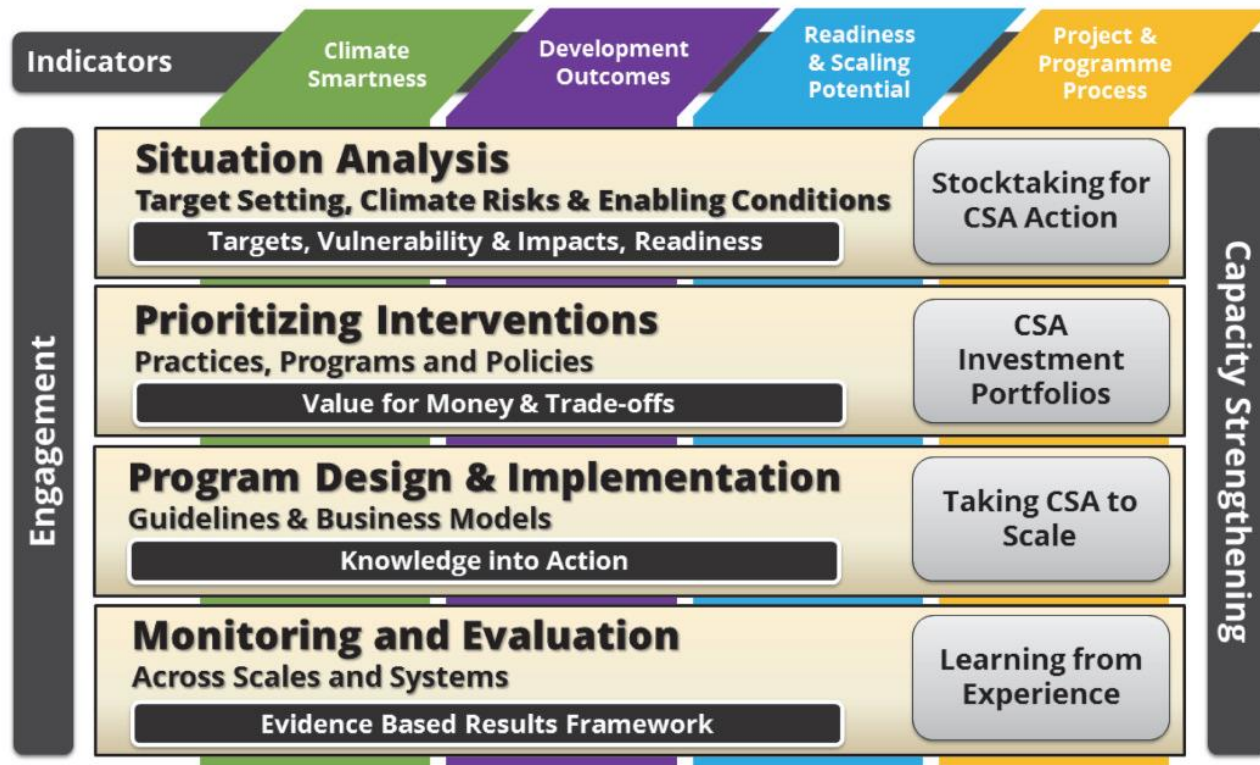




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Methodology: CSA-PLAN



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Methodology: Logical Framework

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal				
Outcomes				
Outputs				
Activities				



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Methodology: M&E Framework

	INDICATOR	DEFINITION	BASELINE	TARGET	DATA SOURCE	FREQUENCY	RESPONSIBLE	REPORTING
Goal								
Outcome								
Outputs								
Activities								



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Methodology: Risk Assessment

#	Risk	Description	Probability	Severity	Actions to Minimise Risk
1	Internal Risks				
1.1	Theft of food supplies intended for vulnerable families by staff	Field staff and drivers working in the field to deliver food supplies to families often work without direct supervision. They may steal the food supplies rather than delivering them to their intended recipients.	Moderate	Major	All families receiving food supplies must thumb print or sign the delivery receipt. Every month the program manager will conduct an audit of 10% of the households, randomly selected, to confirm they received the food supplies.
2	External Risks				





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Methodology: Work Plan

Task	Responsible	Status	Year 1												Year 2							
			1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8
Baseline survey																						
Design survey	Program Manager	Complete	■	■																		
Recruit data collectors	Program Manager	Complete			■																	
Collect data	Field Officers	Complete				■	■															
Enter data	Admin Team	In progress						■														
Analyse data	Technical Advisor	Overdue						■	■													
Write report	Technical Advisor	Overdue							■													
Stakeholder engagement																						
Stakeholder mapping	Program Manager	Complete	■																			
Orientation meetings	Program Manager	Complete	■	■																		
Quarterly meetings	Program Manager	In progress			■				■			■			■			■			■	
Newsletter updates	Program Manager	Not started						■							■					■		
Recruitment and training																						
Recruit peer educators	Training Manager	Not started							■	■	■											
Training - HIV	Trainers	Not started										■	■									
Training - Family planning	Trainers	Not started											■	■								
Training - Nutrition	Trainers	Not started												■	■							
Training - Gender based violence	Trainers	Not started													■	■						
Training - WASH	Trainers	Not started														■	■					
Campaign implementation																						
Run launch concert	Program Manager	Not started																■	■	■		
Peer education sessions - District A	Peer Educators	Not started																			■	■
Peer education sessions - District B	Peer Educators	Not started																				■



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Writing a Great Grant Narrative

Closely follow the guidance provided by the donor.

Align methodology and language.

Leverage key resources to offer incredible expertise.

Address challenges explicitly.



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Closely follow donor's guidance

- Follow all explicit instructions exactly

Include a description of how project fits with the objectives of Horticulture Innovation Lab, Feed the Future, and the specific Feed the Future plans within the target country(s). (~1 page recommended)

c) Specific project objectives

Include a list and description of project objectives. (~1 page recommended)

d) Activities and methodology

Outline the activities and methodologies required to accomplish each objective





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Closely follow donor's guidance

- Follow all explicit instructions exactly

Specific project objectives

Objective 1: Increase the nutritional status and income for poor households in the FTF target region through increased female participation in the horticultural value chain (HVC).

- Determine barriers to women's participation in the HVC through a household survey, focus groups and key informant interviews.
- Identify opportunities for sustainable intensification to most effectively use limited resources.
- Create opportunities for women or landless individuals to participate in the HVC as entrepreneurs or wage laborers to increase household income and nutritional status.
- Provide training in sustainable intensification and nutrition through Farmer Field Schools.
- Ensure that the intensification is gender sensitive so that the WEIA is increased through participation in the HVC.

Objective 2: Identify and disseminate appropriate technologies for women's greater participation in the HVC.

- Identify barriers to women's adoption of technologies focused on access to appropriate training and technologies.
- Introduce technologies through gender-sensitive training in Farmer Field Schools.

Objective 3: Develop capacity to participate in the local, regional and international horticultural market that allow female producers to negotiate effectively for fair prices and shared risk.

- Provide training to women and other marginalized producers in negotiation, finance and marketing to build capacity.
- Identify policies and cultural norms that limit the participation of women and other marginalized populations in the HVC (e.g. policies and norms regarding land tenure, access to credit, and trade).
- Develop financing tools in conjunction with private sector and non-formal financial entities.
- Strengthen women's cooperatives to more effectively negotiate with exporters and supermarkets.
- Identify and strengthen marketing options for producers at various levels of expertise and quality control (local, domestic, regional and international).

Objective 4: Build capacity in local agricultural institutions and NGOs as well as international universities and research institutes in gender sensitive value chain analysis and sustainable intensification.

- Create certificate programs in gender sensitive agricultural development (or sustainable intensification) at XX universities.
- Create curricula and provide training for XX region NGOs working in agriculture and community development.



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Closely follow donor's guidance

- Take all suggestions

Horticulture Innovation Lab objectives and pillars

The Horticulture Innovation Lab is committed to:

- Increasing capacity of scientists, development professionals, farmers, students, intermediaries, and institutions to address horticultural challenges.
- Improving access to reliable horticultural information.
- Increasing empowerment of women and disadvantaged groups working in horticulture.
- Improving horticultural systems, from seed to consumption, as a result of collaborative research.
- Improving opportunities for smallholders and entrepreneurs in horticultural markets.
- Improving the nutritional status of people as a result of including horticultural crops in diets.

Our work focuses on these six pillars:

Commitment to horticultural value chain research. We support research that tackles knowledge gaps along the entire value chain for important horticultural products. Our research provides much needed baseline information, and information about barriers to adopting new technologies or crops. We support adaptive research and research that enables farmers to have greater access to markets through innovative technology

Commitment to innovation and scaling. We support the development and dissemination of technologies that provide advanced tools to stimulate and facilitate horticultural development





Closely follow donor's guidance

- Take all suggestions

USAID and Feed the Future XXXX have focused investments in the _____ areas _____ of the country. This region has the highest combined incidences of malnutrition and poverty, yet is well placed geographically to engage in regional agricultural production due to its close proximity to markets with growth potential in _____ XX neighboring countries _____. Our project will work with other USAID investments in the region, such as XXX, the XXX trade agreement, and the XXXXX regional program, to leverage the knowledge and progress made by those programs.

Moreover, this proposal directly addresses Horticulture Innovation Lab objectives and foundational pillars:

1. *Commitment to horticultural value chain research.* Through a rigorous household survey and focus groups and key informant interviews at other levels of the value chain, this project will identify the gendered nature of key gaps in the horticulture value chain in XX country. This commitment to research from the initial onset of the project will provide the foundation upon which appropriate strategies can be designed for enhancing gender equity in the horticulture value chain.
2. *Commitment to innovation and scaling.* A central component of this project will be to identify innovative and scalable technologies for the horticultural value chain that can reduce gender





Closely follow donor's guidance

- Address all issues and priority themes raised in call
- Use the key terms and language used in call
- Use terms from glossary of current terminology
- Explicitly address donor goals, values, mission
 - Check their website
- Use any methodology they suggest for project plan, even if you already have a plan





Closely follow donor's guidance

- Triple check evaluation criteria
- How could you meet these criteria even better?

Proposal Evaluation Process

Proposals will be reviewed by at least three reviewers external to Horticulture Innovation Lab. Reviewers are solicited worldwide and have relevant experience to the topic areas. External reviewer ratings and comments will be combined with those of the Horticulture Innovation Lab Management Entity. Final approval of all Horticulture Innovation Lab projects is made by the Horticulture Innovation Lab Management Entity in consultation with the USAID AOR. Proposals will be rated by the following criteria:

- Project impact: How well does the proposed project contribute to attainment of the Horticulture Innovation Lab and Feed the Future goals, objectives and themes? What is the potential for success? (15 points)
- Capacity building: How well do the degree, faculty exchange, certificate and short-term training programs build capacity for sustaining future horticulture development in the focus countries? How well are university faculty, and graduate and undergraduate students from focus countries engaged in the project? Is a significant (and appropriate) amount of funding is being provided to the focus-country organizations? (10 points)
- Scientific merit: How important is the proposed activity to advancing knowledge and understanding in the focus area of horticulture? To what extent are the activities focused on addressing bottlenecks in the system? To what extent do the proposed activities utilize "leap frog" or "disruptive" technologies and explore creative and original concepts? Are the proposed research and outreach methods appropriate? Can the proposed research be technically implemented within the proposed time frame and budget and given the available resources? Are proposed research and extension activities effectively targeted towards project objectives? (15 points)
- Participatory partnerships: How well qualified is the research team to conduct the project? Is the proposed team sufficiently diverse institutionally (universities, IARCs, NGOs, Private Sector, etc.), disciplinarily (social, biological and physical scientists), and





Aligning your methodology

- Log frames
 - Table labels vary, but purpose remains the same
- If proposal mentions a particular method
 - Use it!
 - Ensure your language reflects that of proposal
 - Include in application
- If no methodology is suggested
 - Modify your existing project plan document terminology to reflect aims of proposal and organization
 - Include in application





Detail the process to date

- Explain the process of developing the project plan
 - Methodology
 - Why this was the appropriate process/method for this particular situation
- Explain how expertise was identified and engaged
 - Partner organizations
 - How organizational goals align with project
 - Commitments to project
 - Expert advisors





Detail the project plan

- You already have detailed notes and frameworks
- Modify to align with donor:
 - Guidance
 - Language
 - Objectives
 - Value
- Do some research to find scientific support for your approach and rationale





Leverage trusted sources

- Support your statements of the problem and solution with citations
 - Scientific publications
 - Authoritative organizations
 - Topical experts
- Use and cite proven methodologies
 - Any suggested by the donor
 - Project design
 - Implementation and M&E





Highlight incredible expertise

- Topical experts as project advisers
- Collaborating organizations
 - Leverage their super powers
 - Intertwine project goals with organizational success
- Understand your super powers
 - Ground truthing
 - Cost : impact ratio
 - **What else?**





Address challenges

- All community development projects face challenges
- Applications that don't acknowledge this seem poorly developed
- Explain challenges and how they will be addressed
 - Organizational challenges
 - Situational challenges
 - Project implementation challenges





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Writing a Great Grant Budget

Provide detailed breakdowns and a narrative.

Include matching.

Include overhead.



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Budgeting from Donor Perspective

- Your project success is crucial
 - Money necessary to ensure success = great investment
- Budget changes are fine, discuss with donor
- Get donor preapproval for major expenses
- Large donors don't want funds returned
 - Burn rate
 - No-cost extensions





Characteristics of a Great Budget

- Detailed break-down
- If they provide a template, use it
- Calculate as precisely as possible (avoid 100.00)
- Unexpected expenses will occur
 - Increase calculation by about 10%
 - OK to adjust numbers so that request = available
- Meant to be estimates only
 - Changes after award are OK, discuss with donor







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Example Budget

16	Total Sr Personnel																
17	Other Personnel																
18	Postdoc	XX University				HOST COUNTRY 2				HOST COUNTRY 3							
19	Technician	<u>U.S. for Host</u>		<u>Total Host</u>		<u>U.S. for Host</u>		<u>Total Host</u>		<u>U.S. for Host</u>		<u>Total Host</u>					
20	Graduate	<u>Country 1</u>	<u>Host Country 1</u>	<u>Country 1</u>		<u>Country 2</u>	<u>Host Country 2</u>	<u>Country 2</u>		<u>Country 3</u>	<u>Host Country 3</u>	<u>Country 3</u>				<u>Total</u>	
21	Undergraduate																
22	Program Manager																
23	Assistant at XX Center																
24	Research Assistance																
25																	
26	Total Other Personnel																
27	Total Personnel																
28	Materials & Supplies																
29																	
30	Total Materials & Supplie																
31	Travel																
32	Domestic																
33	Foreign																
34	Total Travel																
35	Equipment																
36																	
37																	
38																	
39	Total Equipment																
40	Participant Training																
41	Travel																
42	Instruction																
43	Participant																
44	Total Participant Training																
45	Other Direct Costs																
46	Tuition																
47	Project Expenses																
48	Farmer Field Schools																

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Read All the Rules

- Some do not allow spending on:
 - Capital
 - Infrastructure
 - Advertising
 - Salaries and staff training
 - Explain how you'll cover these expenses
- Some require a specific % of matching
 - Check if in-kind matching is allowed





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Example Budget Rules

- a. Senior Personnel. Provide names and titles for all senior personnel, including those who are not being paid by the project. State the appropriate amount of effort as a percentage or calendar months for each key person on the project. Senior personnel from another institution should be reflected on the corresponding budget and budget justification for that institution.
- b. Support Personnel. Provide the title/position/role for all support personnel. Administrative salary is not allowed as a direct cost.
- c. Travel. Travel during November and December of 2014 will be covered by other Horticulture Innovation Lab funds, DO NOT include that in this budget. Detail domestic travel using applicable rates (mileage, etc.). Provide a full explanation for each anticipated international trip—this explanation needs to include the following information (per trip):
 - names and/or number of travelers
 - destination country
 - number of days

Provide the method of calculation for each international trip including applicable per diem rates. All USAID funded travel must be purchased in compliance with the Fly America Act. Entry to and exit from the U.S. must be on a U.S. flag air carrier. Travel budget must include air travel and lodging for the U.S. P.I. plus at least one focus country collaborator to attend the Horticulture Innovation Lab Annual Meetings in Zambia, Asia (budget for Cambodia), Central America (budget for Guatemala), Africa (budget for Tanzania) and Asia (budget for Nepal) in years 1, 2, 3, 4, and 5 of the program, respectively.
- d. Materials and Supplies. List specific supplies and costs if possible; if specifics are unknown, list specific categories of supplies. No miscellaneous or contingency categories are allowed. All goods and services must meet the source, origin, and nationality requirements set forth in 22 CFR Part 228 for the authorized geographic code 937. The following goods are restricted and may not be purchased without prior approval:
 - agricultural commodities
 - pharmaceuticals
 - pesticides
 - US Government-owned excess property
 - fertilizer

PRIOR APPROVAL will be deemed to have been met when:

 - the item is of US source/origin;
 - the item has been identified and incorporated in the program description or schedule of the award (initial or revisions), or amendments to the award; and
 - the costs related to the item are incorporated in the approved budget of the award.
- e. Equipment. Equipment is defined as tangible, non-expendable property having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit. Motor vehicles and used equipment are not allowed. All goods and services must meet the source, origin, and nationality requirements set forth in 22 CFR Part 228 for the authorized geographic code 937.



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Matching

- Donors like to see that you have other resources
 - Estimate \$ of volunteer work and in-kind contributions
- Show expenses that other sources are covering in your budget
 - Non-allowable grant expenses if possible
- In budget narrative:
 - Explain source of funds
 - What % of total project costs are covered by other funds





Equipment and Infrastructure

- If purchased with grant funds, use is restricted to activities under that grant
- If already owned, calculate % of cost as matching
- Example: \$10,000 tractor, durable life = 10 years, 10% used for this project

$$\$10,000 / 10 \text{ years} = \$1,000 * 10\% =$$

\$100 per year matching contribution to this grant





Overhead / Indirect Costs

- Accounts for all the indirect costs associated with managing a project
 - Administration
 - Facilities
- If you've received indirect before, use same rate
- If not
 - calculate what % of your annual budget goes to general operating expenses
 - Or use 10% (USAID recommended minimum)





Overhead / Indirect Costs

- Indirect cost base = total of all direct costs
- Indirect cost rate = 10% or your calculation
- Indirect costs = base * rate
- Indirect + direct costs should = available funds
 - Adjust direct costs to stay within grant limit
 - Don't adjust indirect cost rate





No Budget Template?

- Make annual budget sheets and a summary sheet
- Positions: list individually
- Travel
 - Total for domestic
 - Total for international
- Equipment and infrastructure (use of):
 - If known, list each
 - If there are possible unknowns, group by purpose/activity
- Events/training:
 - Detail as much as possible, and expect unexpected costs
 - venue, supplies, speaker, advertising, etc.





Budget Narrative

- An explanation in paragraph form of each item listed in budget sheet
- Amount and exact label in budget sheet
- Why this expense is important to project success
- Source (grant funding or matching)





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Build Networks

Connect with well-established organizations.

Make a great impression.

Think about meeting everyone's goals.

Practice listening and learning.



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FEED THE FUTURE

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Your Secret Weapon

YOUR NETWORK

- Most organizations don't network
 - Not urgent or immediate
 - Often no tangible output
 - Already very busy
- A little networking gives you a huge advantage
- A strong network will become your greatest asset



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Benefits of Networking

- Learn about grant and sub-grant opportunities
 - Be a favored applicant!
- Partner for greater expertise and capacity
- Partner in fundraising efforts
- Identify fiscal sponsors
- Engage expert project advisors
- Learn from others experiences / avoid replication
- Discover your blind spots





Networking Defined

- Networking is:
 - Personally connecting with other organizations.
 - Making a great impression.
 - Listening and learning all about their organization
 - So you clearly see opportunities for collaboration
 - Thinking about meeting both organization's goals





Networking Defined

- Networking is **NOT**:
 - Advertising
 - Asking
 - Talking about your organization
 - One-sided (only you benefit)





Goals of networking

- **Build trust**
- Let others see your passion, commitment, and strengths
- Learn about theirs
- Make personal connections
- Collaborate on SHARED goals





When to Network

- Networking is an ongoing practice
- Begins before you start searching for grants
- Continues throughout the process and into the future
- Trellis Summit and Whatsapp group
- Winning grants = networking with donors





With Whom to Network

- Well-established organizations with whom you share a common region, goal, and/or target audience
 - Big donor's implementing partners
 - Other small / start-up organizations
- Businesses (public-private partnerships)
- Government organizations
- Fiscal sponsors





Where to Network

- In your community
 - Visit other organizations' office
 - Attend their events
- Conferences
- Online forums (e.g. FAO ICT4D)
- USAID mission events and meetings





How to Network

- Identify well-established locally-operating organizations
- Introduce your organization (Elevator Pitch)
- Be a student of their approach
 - Listen
 - Ask great questions
 - Withhold judgement
 - Aim to understand their perspective
- Offer sustainable ways your organization can help meet their goals.





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GREAT THINGS AWAIT YOU!



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