



KeMU
Kenya Methodist University



Centre for Innovation,
Leadership & Governance
Mentoring Leaders for Excellence

THE ART OF GRANTSMANSHIP

KeMU's RESEARCH CONFERENCE

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PRESENTATION CONTENT

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What is a Grant?

- ❑ It is defined as an award of funds, services or materials given from one organization to another.
- ✓ A grant is for something new or ongoing idea.
- ✓ Grants are project-specific.
- ✓ Should be based on identified needs or gaps.
- ❑ Grant funds are intended to help you to do more, bigger, better things. A grantor wants to fund projects that try something new, different, and more effective.

They want to make a difference.

- ❑ Most grants are for special projects of a specific duration, intended to produce **specific measurable outcome** that meets a specific need.

Grantsmanship

- ❑ Writing a successful grant application is **an art**.
- ❑ Grantsmanship is therefore the art of acquiring peer-reviewed research funding / projects.

The Basic Principles of Grantsmanship:

- ✓ A good idea is necessary but not sufficient if not well articulated.
- ✓ A successful grant application is an exercise in communication.
- ✓ The Grants System helps those who know The System.
- ✓ **If you fail to get a grant don't quit; revise and re-submit.**
- ✓ Collaborative Grants are easily funded.
- ✓ Follow the rules to the letter.

What is a Fundable Project?

- ❑ A fundable project is a **practical solution that can be implemented** within the grant period.
- ❑ Grants are project-based, so you need to turn your idea into a distinct project, with a beginning and an end.
- ❑ Your project should make a **measurable difference** within the grant period.
- ❑ It should have some benefit beyond the grant period.
- ❑ It should have a long-term impact and be sustainable.

Elements of a Fundable Proposal

- ❑ Should have an **accurate, realistic** and **detailed budget**. Follow the budgeting guidelines by the funder.
- ❑ Should identify a target population with a critical need.
- ❑ Should have methods to accurately measure impact.

Example of a Successful Grant

Grant:

Enhancing Female Participation and Performance in Mathematics, Science and Information Technology in Primary Education in Kenya: Intervention Strategies.

Funded by: **The Rockefeller Foundation.**

Institution: Kenyatta University.

- Had identified the problem: Fewer girls in science related courses.
- The Research Component was **Why?**
- Benefits of the grants are still there E.g. Laboratories still in use.
- **Long Term Impact:** Increasing number of Female Professors, higher numbers of female in the science related courses.

A Generic Proposal

- Introduction / Background.
- Problem Statement.
- Rational.
- Methodology.
- Identified Gaps.
- Objectives.
- Expected Outcomes.
- Impacts.
- Sustainability of the Project.
- Budget.
- Plan of Action / Timelines.

Benefits of Grants

- ❑ Helps to diversify funding base.
- ❑ Creates good avenue for donor funding.
- ❑ Provides leverage among colleagues and partners.
- ❑ Provides Management and Leadership Experience.
- ❑ Provides credibility to the individuals and the institutions .
- ❑ Forces you to be organized as individuals, groups and institutions.
- ❑ Create Lots of opportunities and Provides a learning experience.

Downside of Grants

- ❑ Long waits.
- ❑ Rejection.
- ❑ Restricted money for specific projects not generally supported.
- ❑ Assumptions are not always met therefore leaving you exposed.
- ❑ Grants don't empower group, power shifts to funder.
- ❑ Disagreements between the people e.g. Between the funder and recipient of the funds.



Diving Deeper into Good Grantsmanship

Key to Winning Grants

- ❑ Grant writing all about following directions to the letter, without exception, in every detail.

Before Writing a Grant Proposal:

- ✓ Know the Grant maker.
- ✓ Choosing the right funding opportunity.
- ✓ Know yourself: time, capabilities, limitations.
- ✓ Know your colleagues, and ask them for help. Colleagues are essential for **ideas**, **critical reviews** and often have the experience of reviewing grants applications.
- ✓ Allowing enough time.

Key Questions to Consider

- ✓ Are we eligible?
- ✓ What is the grantors focus areas?
- ✓ Does our project meet their program criteria?
- ✓ Does it meet their funding guidelines?
- ✓ Does our mission complement theirs?
- ✓ Have they given grants for similar projects to organizations like ours? **(SPHEIR)**
- ✓ What is the maximum award? Is that enough money for us? Is it too much? If it's too much, what would that tell you? Your project is probably too small scale; they want something broader.
- ✓ Can we meet the deadline? Do we have enough time to develop a viable project and a high-quality proposal?

Common mistakes in Grant Application

❑ The request is not of interest to the funder.

The implication is that you have not made the match between the project and the donor.

❑ Missing or incomplete answers to RFP questions.

❑ The problem is not well defined, documented, or understandable.

To define the problem, you must first conduct a needs assessment, which will yield data to help shape your proposal.

❑ The objectives do not match the problem statement, and are not specific or measurable.

Sources of Funding

□ Regionally:

Some funders target developing countries only, some Anglophone or Francophone, some Asia, Eastern Europe or Africa.

□ Thematic areas:

Funding agencies tend to specialize on different sectors.
e.g. some specialize on Education, Environmental Issues, Health, Agriculture, Social Justice and Governance.

Sources of Funding

The main sources of grant funding include the following.

Philanthropic Organizations:

E.g. Rockefeller Foundation, Bill and Melinda Gates Foundation.

National Government Agencies:

E.g. National Council for Science and Technology (NACOSTI), Youth Fund, National Research Fund (NRF)

Foreign Government Development Agencies:

E.g. USAID (USA), UKAID (Britain), SIDA (Sweden), Danida (Denmark), IDRC (Canada), JICA (Japan), NORAD (Norway), GIZ/BMZ (Germany)

Private Sector Organizations.

Regional /Sub Regional Development Organizations.

E.g. African Development Bank (AFDB)

Specialist Agencies E.g. African Union

Global Development Organizations E.g. World Bank

Conclusion

- Be in company of experts.
- Get the right networks.
- Get into groups and work as a Team.
- Purpose to write a grant proposal from tomorrow.
- Keep searching for the funding agents and Request for Proposals (RFPs).
- Keep trying.

*Thank
you*

