



**Scriptoria**  
Sustainable Development Solutions



**NCD Alliance**



Welcome to Session 1 of the NCD Grant Writing & Project Management Course

We will get started at 2:30 PM GMT

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Sustainable Development Communications

**Notice**

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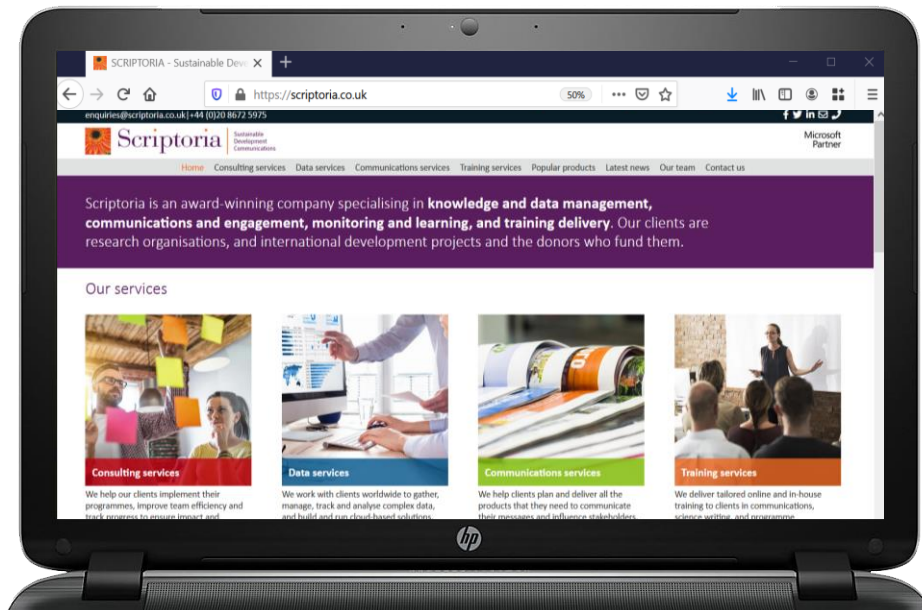


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- Your trainer today:
  - Dr Laura Knogler – Based in London
- Note that we will be recording!
- Let's please invite Lorena Allemandi (Capacity Development Senior Manager) to kick off the session



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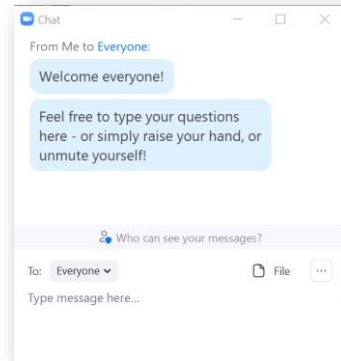
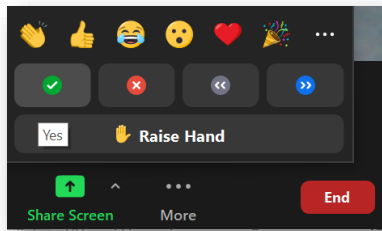
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## Zoom interactive tools

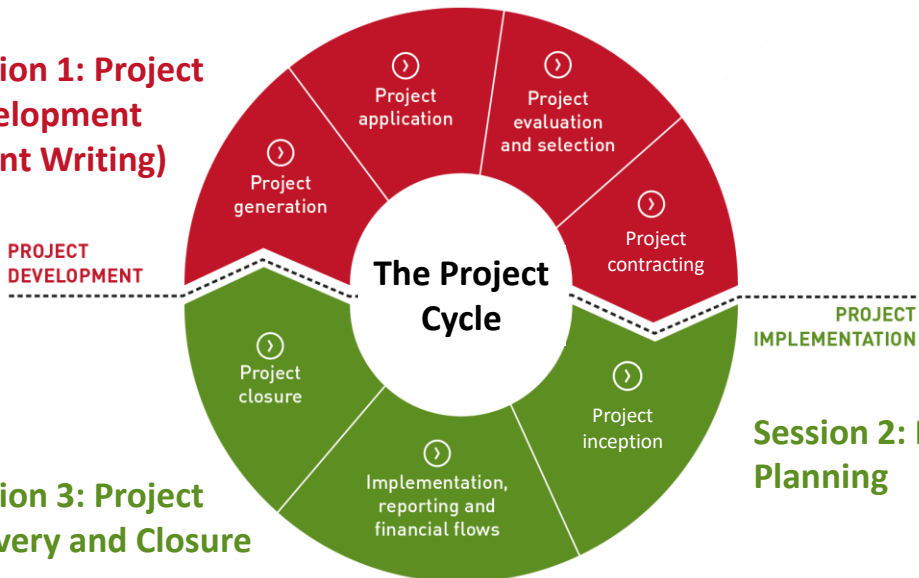
- We're going to use all the Zoom tools today:
  - Reactions
  - Chat
  - Breakout rooms
  - Sharing screens



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## Course overview

### Session 1: Project Development (Grant Writing)



### Session 3: Project Delivery and Closure



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## Session 1: Project Development (Grant Writing)

- Understanding the evaluation process
- Generating ideas and partnerships
- Communicating your ideas clearly in the proposal text:
  - Applicant and Organisation Information
  - Project Summary
  - Project Description - Background

**Note:** You will receive the slides and additional materials at the end of the course



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## Session 2: Project Planning

- Setting targets: the goal and objectives
- Detailing outputs and activities
- Making a work plan
- Creating a budget
- Building a team

**Note:** You will receive the slides and additional materials at the end of the course



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## Session 3: Project Delivery and Closure

- Breaking up the work
- Communicating with your team
- Monitoring & evaluating work progress and finances
- Reporting to funders
- Writing and editing document text
- Closing a project and ensuring sustainability

**Note:** You will receive the slides and additional materials at the end of the course



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Let's begin with a poll to find out more about you all



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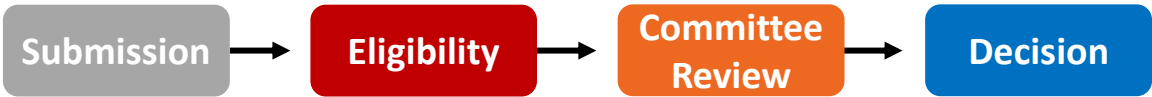
# The proposal evaluation process

What happens after you click “submit”?

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# The evaluation process



Do you meet **technical** requirements?

Do you meet **quality** requirements?



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- Who will determine if your application is eligible?



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- The **'Gatekeeper'** will determine if your application is eligible (usually an administrator)
- Example eligibility criteria:
  - Are the applicants eligible to apply?
  - Does the submission contain all necessary documents?
  - Have additional, ineligible documents been submitted?
  - Is the topic within the scope of the funding call?



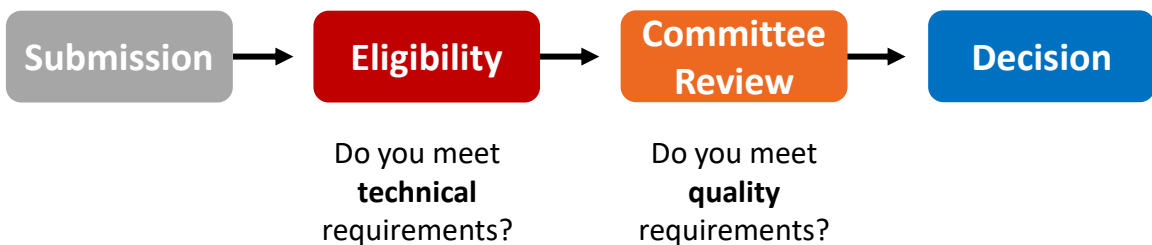
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## How to verify that the topic is within the scope of the funding call:

- Read and reread the application guide
- Read the rest of the funder's website
- Look at previously funded projects
- Call the funder and ask



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- Proposals are assigned across a committee so that each proposal is reviewed in detail by several people
- Reviewers have clear criteria to evaluate the quality that is provided by the funders



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### **Example quality criteria from Resolve to Save Lives (RTSL):**

- The background and experience of the Service Provider in working with international non-profit organizations and the quality of services performed
- Reasonableness/competitiveness of proposed compensation for services, fees and/or benefits to RTSL (note we are not bound to select the Service Provider who proposes the lowest fees or most benefits for services)
- The Service Provider's ability, capacity and skill to fully and satisfactorily provide the services required in this RFP



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## Committee review

- The committee review is a real-time meeting of people to then discuss the quality of the proposals and decide on funding
- Who do you think is on the review panel?



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## Committee review

What does this scene suggest to you?



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## Summary

- **Eligibility:** Ensure your project fits the scope of the funding call
- **Quality:** Provide evidence in line with the funder's quality criteria
- **Communication:** Make sure your ideas are clearly expressed so that a group of non-experts can understand them



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Generating ideas and partnerships

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- Ideas should start with the **3 'P's: People, Project, Place**
- Think about your strengths in each of these areas
  - **Project:** What is the most important issue to address and how can you address it?
  - **People:** Who are the best team to address it?
  - **Place:** Where is the most relevant place to work?



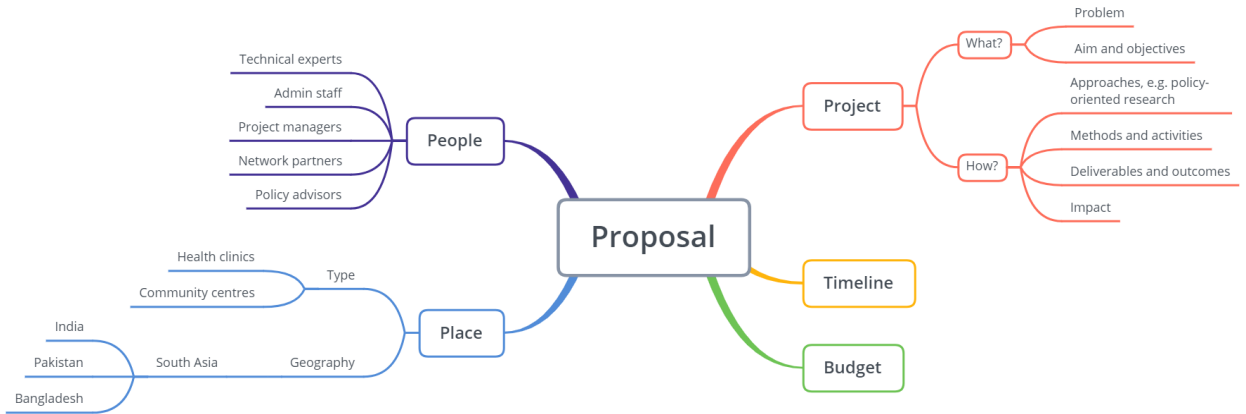
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### Mindmapping

- You can use free software from [www.xmind.net](http://www.xmind.net) to rapidly brainstorm ideas for a project in a non-linear way



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## The 5 'Why's

- Think about the overarching aim (or title) for your project, take each keyword and keep asking “why?” until you can't ask “why” any more

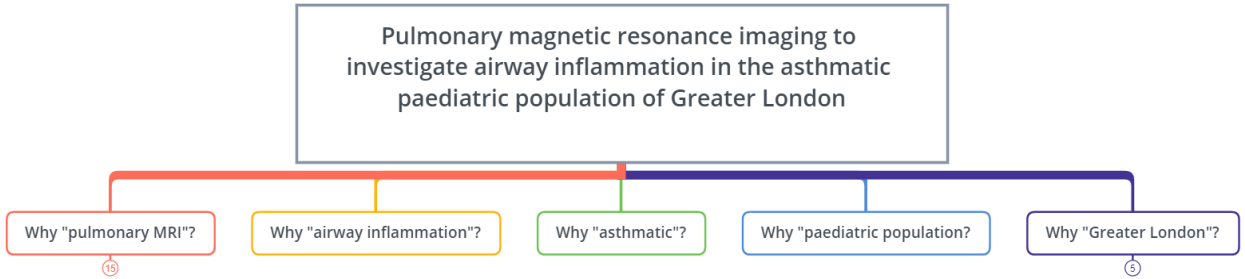


(Imagine that you're speaking to a toddler!)



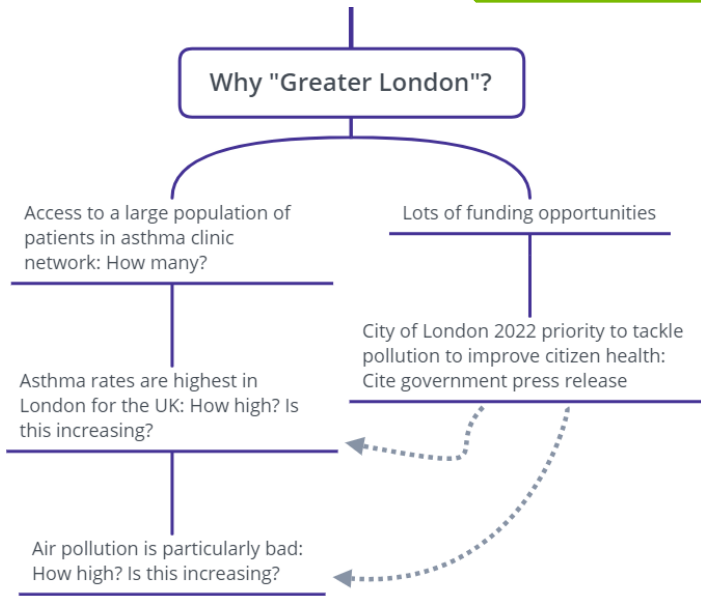
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# Ideas and partnerships



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# Ideas and partnerships



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- How can you ensure during this phase that the proposal you're designing is a) as strong as possible, and b) as risk-free as possible?



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### SWOT analysis

- What does “SWOT” stand for?

<b>S</b>	<b>W</b>
<b>O</b>	<b>T</b>



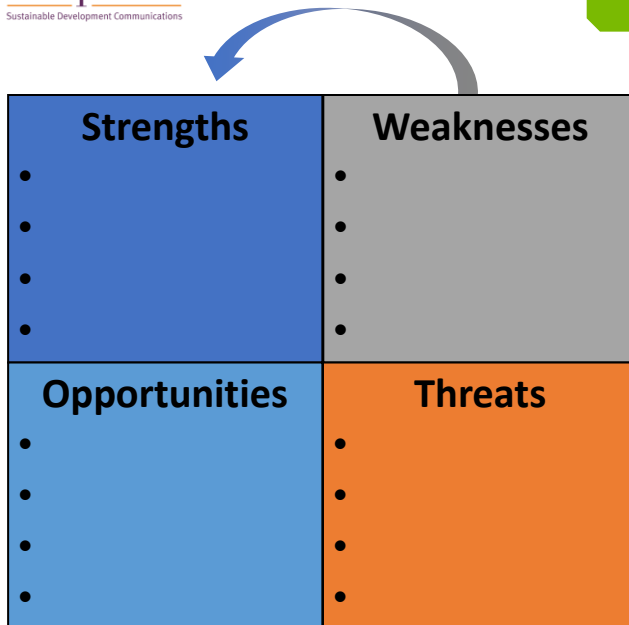
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## SWOT analysis

- What does “SWOT” stand for?



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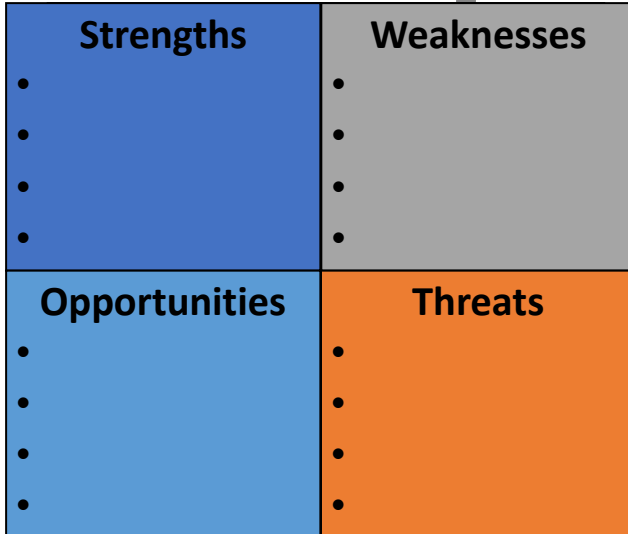


1. Identify weaknesses in your proposal
2. Revise ideas or find resources/collaborators to turn weaknesses into strengths



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<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>

## Ideas and partnerships

### Example weakness:

Project focuses on a childhood NCD but team has a lack of experience working with children



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## Ideas and partnerships

- **Remember:** You will need to provide evidence that your team (People) have the background, skills and experience for every aspect of the Project
- **Option 1:** Revise the ideas
- **Option 2 (better):** Find partners or training that will fill any gaps (weaknesses) and provide additional strengths for the proposal



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- **Tip:** Think about staffing and skills early on – experts are a finite resource
- If there is a skills gap, identify training or collaborators
- If there is a particular expert you want for the team, approach them and sign agreements with them
- Creating new partnerships can be time consuming, so start early



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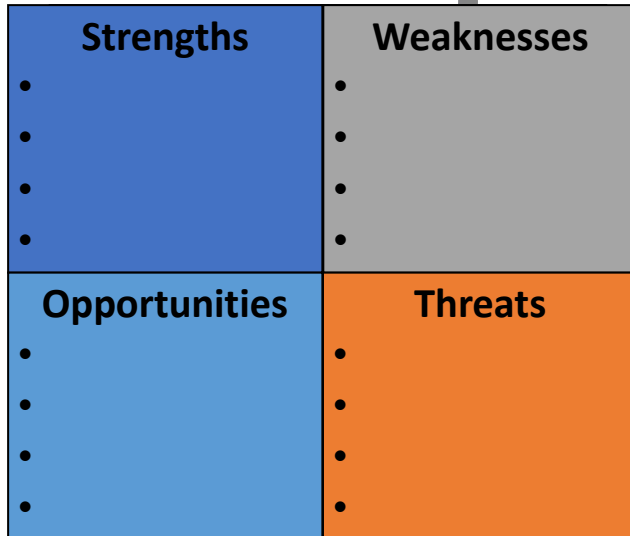
- Use conference, networks and websites to look for potential partners

### Examples:

- [GACD Find a Collaborator Tool](#)
- [GBD Collaborator Network](#)
- [UK Participatory Research Network](#)



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## Ideas and partnerships

1. Identify weaknesses in your proposal
2. Revise ideas or find resources/collaborators to turn weaknesses into strengths
3. **Cite strengths and opportunities explicitly**



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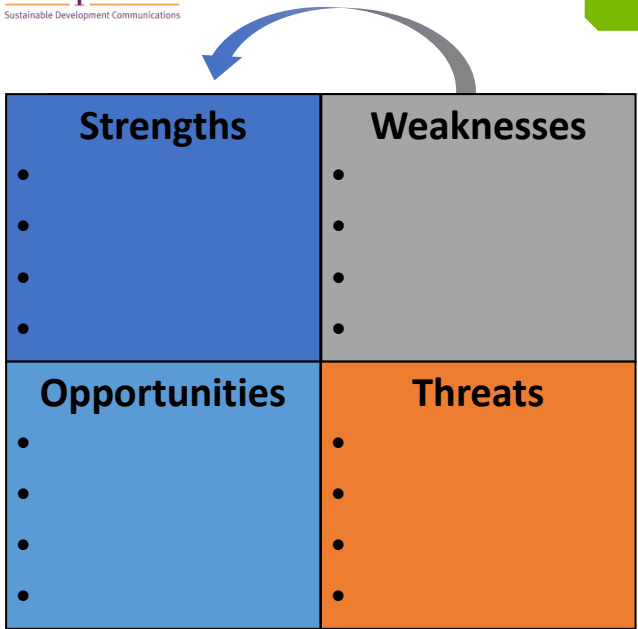
## Ideas and partnerships

- **Project:** Education outreach network for women with gestational diabetes in pregnancy
- **Example strength:** You have ten years experience working with regional policymakers to provide food subsidies for pregnant women to improve nutrition and lower the risk of gestational diabetes
- **Example opportunity:** There is a new action plan from the regional government to focus on better birth outcomes for pregnant women



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## Ideas and partnerships



1. Identify weaknesses in your proposal
2. Revise ideas or find resources/collaborators to turn weaknesses into strengths
3. Cite strengths and opportunities explicitly
4. **Mitigate threats (risk analysis)**



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## Ideas and partnerships

Strengths	Weaknesses
Opportunities	Threats

- For threats identified in the SWOT analysis, perform risk analysis (early!)

Risk	Likelihood (0-4)	Impact (0-4)	Mitigation
Change in elected members of regional health authorities	2	3	Needed



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Strengths	Weaknesses
Opportunities	Threats

- For threats identified in the SWOT analysis, perform risk analysis (early!)

Risk	Mitigation
Change in elected members of regional health authorities	Don't rely exclusively on a few policymakers; engage in discussions with other government officials, NGOs, community health groups and international advisors; cultivate relationships with media to influence public opinion and electoral issues; produce policy briefs to inform new staff



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- Once you have decided on your People, Project and Place and performed your risk analysis, review the funding call and make a “go/no go” decision
  - **Go:** You're confident that you have the right combination of skills, resources and experience to deliver the project successfully and it clearly addresses the funding call
  - **No Go:** You are unable to satisfactorily address all weaknesses/threats; you are trying to “shoehorn” the proposal into a funding call that isn't quite right; you can't find the right partners for the project



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- You will now be sent to a Breakout Room
- Please refer to the sent material titled “**ScriptoriaExercises**”

## Exercise 1: Risk Analysis

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Communicating your ideas clearly in the  
proposal text



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- The review committee are not necessarily technical experts
- Your proposal text should be written so that non-experts can understand the ideas



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## Most funding proposals consist of the following basic components:

1. Applicant and Organisation Information
2. Project Summary
3. Project Description
  - Background
  - Project Plan
  - Budget
4. References



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# 1. Applicant and Organisation Information



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## Applicant and Organisation

- What kind of **evidence** can you include to demonstrate why your team are right for this project?



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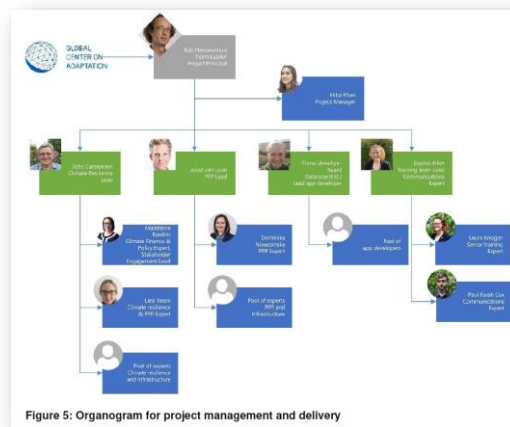


- Title/affiliation
- Previous projects/grants
  - Include details e.g. Years of experience, value of grants
- In-country experience
- Pilot studies
- Citable impact
- Publications, reports, talks
- Awards or commendations
- Committee/organisation memberships
- Collaborator networks



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- Consider using an organogram to show who is involved



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## Applicant and Organisation

- What kind of **evidence** can you include to demonstrate why your team is in the right location for this project?
- Not just in terms of geography, but also in terms of local context, e.g. resources and infrastructure



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## Applicant and Organisation

- Established presence in the area (e.g. offices, local staff)
- Public and/or political support (e.g. surveys, press releases, investments)
- Strong relationship with national policymakers, networks of people living with NCDs and other civil society organisations
- Proximity to key decision-makers for the organization of policy dialogues
- Links to national, regional, and community networks
- Special credentials



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Quick photo break

Please turn on your camera!

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Proposal text

**Most funding proposals consist of the following basic components:**

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- 2. Project Summary**
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  - Budget
4. References



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## 2. Project Summary

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## Project Summary

- The project summary gives a short overview of what you want to achieve and how – and it is your first chance to impress the reviewer
- What should go in a summary?



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A Project Summary should contain the following elements:

1. The problem/need you have recognised and wish to address
2. Your project aim and objectives
3. The activities you will carry out
4. The expected outputs, outcomes and benefits of the project and how these address the problem (to close the loop)
5. A clear statement of how the project will address the funder's objectives (to confirm eligibility)



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- Consider the following problem:
  - You have maximum 200 words for your summary
  - Let's say your average sentence has ~20 words
  - This only gives you 10 sentences total
- **How will you divide your summary up so that you can cover everything your reviewer will want to know?**



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1	
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## Project Summary

### How should we divide our summary?

- Max. 200 words
- Average sentence length ~20 words
- Total of 10 sentences



1	Problem statement
2	Aim
3	Activities
4	Activities
5	Activities
6	Expected outputs/outcomes/impact
7	Expected outputs/outcomes/impact
8	Expected outputs/outcomes/impact
9	Expected outputs/outcomes/impact
10	Take-home message on how your project will address the funder's objectives

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## Project Summary

### How should we divide our summary?

- Max. 200 words
- Average sentence length ~20 words
- Total of 10 sentences



- Let's talk about how to adapt your writing style for non-experts



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### Use simple words

- Avoid technical words and acronyms
- You may have to [de-jargonise](#) your writing

### Examples:

- Continuum of care → the progression of care for a patient from prevention to treatment; it can include acute, short-term care given at a hospital through to long-term care via home-based services
- PLWNCs → people living with non-communicable diseases



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### Use short sentences

- Includes only one idea per sentence
- Aim for a 15–17 word/sentence average

### Example:

Brazil has prioritised the prevention and care of diabetes and hypertension at the primary health care level, but a major barrier in implementing this agenda is lack of appropriately trained and skilled health care professionals. [38 words]



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### Use short sentences

- Includes only one idea per sentence
- Aim for a 15–17 word/sentence average

### Example:

Brazil has prioritised the prevention and care of diabetes and hypertension at the primary health care level. **Unfortunately,** a major barrier in implementing this agenda is lack of appropriately trained and skilled health care professionals. [17 and 18 words]



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### Cut any unnecessary words

- You only have a few minutes – or seconds – to hook a reader, so remove the filler

### Example:

This work is important because it will lead to a wealth of novel information about how pregnant women in rural Senegal perceive the nutritional value of food, specifically fruits and vegetables. [31 words]



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### Cut any unnecessary words

- You only have a few minutes – or seconds – to hook a reader, so remove the filler

### Example:

This work will reveal how pregnant women in rural Senegal perceive the nutritional value of fruits and vegetables. [18 words]



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### Write as if you were speaking

- Read your text aloud and listen for awkward phrasing

#### Example:

Moreover, the development and utilisation of novel pedagogical approaches shall promote a more nuanced disease perception in the target demographic.



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### Use examples and context to explain concepts

- This is particularly helpful for statistics

#### Example:

- 75 million people need a wheelchair on a daily basis - this represents 1% of the world's population
- Every minute, another child dies from pneumonia



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### Say why your project should be funded now

- Use direct language supported by facts to explain why the project is relevant and timely

#### Example:

Our proposed anti-smoking campaign for teens addresses a current youth health crisis: 49% of people aged 15 to 18 in Nauru use tobacco, an increase of 20% in the last five years.



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### Involve non-expert stakeholders in summary writing

- Share draft proposals with members of alliances where expertise and membership are very diverse and rich
- If your alliance lacks a specific expertise, seek out experts like researchers or other advocates specialised in the area of tobacco, nutrition or alcohol control
- This type of “internal peer review” will give better feedback about whether or not you are communicating clearly



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- You will now be sent to a Breakout Room
- Please refer to the sent material titled “**ScriptoriaExercises**”

## Exercise 2: Critiquing a project summary



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**Most funding proposals consist of the following basic components:**

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# 3. Project Description



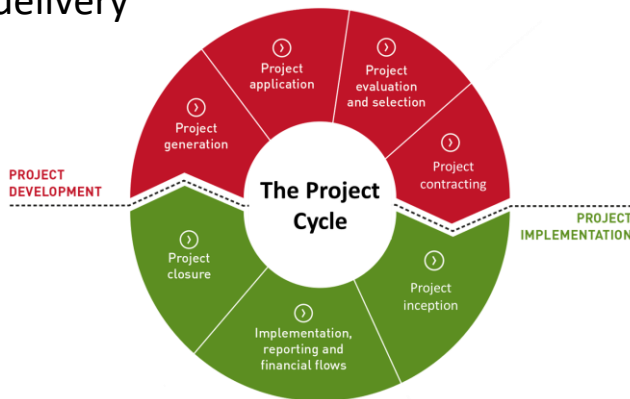
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# Project Description

- Writing the Project Description is essentially a practise run for the inception (planning) period of the actual project delivery



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# Project Description

- The Project Description should provide relevant **background** plus all the details for a **Project Plan** (how you will carry out the project) and **budget**



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## 3. Project Description – Background



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## Background

- Context for the project proposal topic (“problem”)
- Rationale as to why the project is necessary



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- Present **facts and evidence** that (1) support the need for the project and (2) establish that your team understands the problems and can therefore reasonably address them



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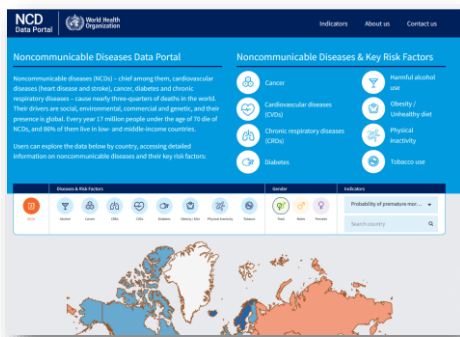
## Example: Facts versus opinions

- The rates of opioid overdose in the United States quadrupled in the last two decades, reaching a staggering 130 deaths per day in 2017<sup>1</sup>. This represents a estimated loss to the U.S. economy of over \$179 billion annually<sup>2</sup>.
- Opioid abuse has reached epidemic proportions in the United States, producing an enormous societal and economic burden.



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- Do your research to find the relevant evidence for the background from databases and reports



## Example:

- Country-level data from WHO's [NCDs portal](#) provides facts and figures for the NCD burden in individual countries by year and gender



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- Do your research to find the relevant evidence for the background from databases and reports



### Example:

- Healthy Society [NCD policy briefs](#) by country



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## 1. The big picture (global recommendations/figures)



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- 1. The big picture (global recommendations/figures)
- 2. National data



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- 1. The big picture (global recommendations/figures)
- 2. National data
- 3. Political landscape/national context and policy gaps



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- **Tip:** Like in the project summary, make the argument for why this project needs to be funded now (and not next year)



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### Take-home exercise 3: Providing context for a project

- Please review this exercise on your own, using the questions as a guide



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## Session 2: Project Planning

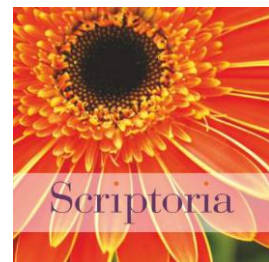
- Setting targets: the goal and objectives
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- Making a work plan
- Creating a budget
- Building a team



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## Any questions?

- Email us at [training@scriptoria.co.uk](mailto:training@scriptoria.co.uk)
- Visit us on the web at [scriptoria.co.uk](http://scriptoria.co.uk)
- We will send over the slides, recording link and templates



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