

Girls just want to have funds!

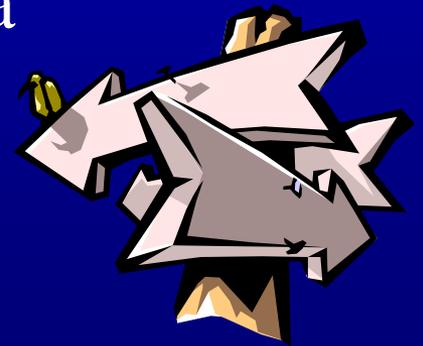


A grant writing workshop sponsored by the
Alaska Council on Domestic Violence and Sexual Assault
Ginger Baim, Executive Director
Safe & Fear-Free Environment, Inc.
July 2008 – Anchorage, Alaska



Why are we here?

- To decide what it is we want to measure about our programs and why we want to measure it
- To develop and define our own “outcome” measures that make sense for who we are and what we are trying to do
 - To be accountable to the people we work for as well as the folks who pay the bills
 - To learn how to use the logic model as a framework for planning, managing, accountability and evaluating



Ginger's Rules of Grant Writing

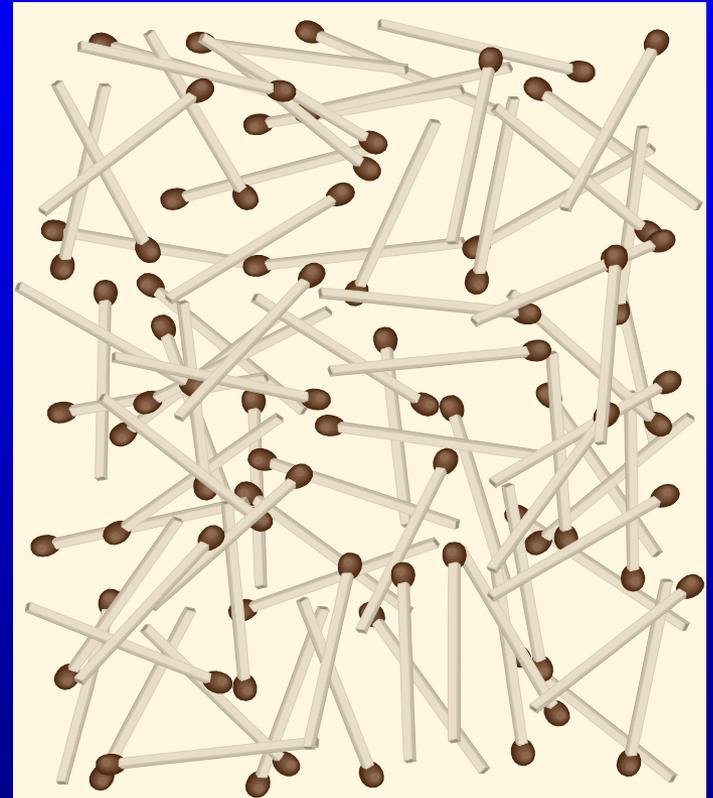
- Plagiarism is a useful tool and a sincere complement
- Sucking up and shameless pandering is not only acceptable, it is expected
- Don't lie and don't promise more than you can possibly deliver
- You know more than your funder about what needs done & how to do it
- The only grant you for sure won't get is the one you don't write
- Connect the dots!



YOU NEVER GIVE THE MONEY BACK!

Connect the Dots?

1. Tell them what you are going to say
2. Say it
3. Tell them what you said



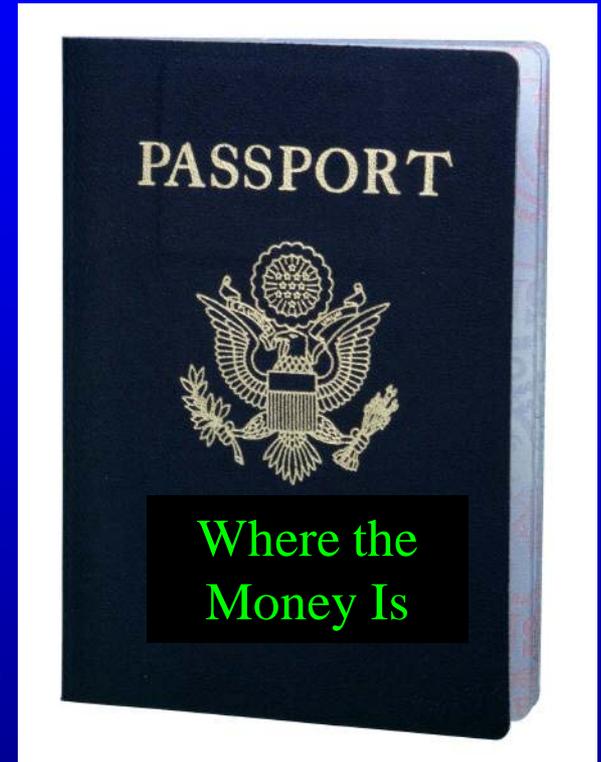
Ground Rules

- Where's the money?
 - Government grants (Grants. Gov)
 - Private Foundations & Sources
 - Endowments/donations
 - Capital & Operating
- Making sure you are eligible
- Follow the Request For Proposal
- A deadline is a deadline
- Read the damn grant conditions
- Being honest versus telling the truth
- Double dipping and supplanting
- Matching funds



Essential documents:

- Duns Number
- IRS Determination 501 (c) (3)
- Most recent Audit
- Form 990
- Employer ID Number
- Board & Membership List
- Articles of Incorporation
- Proof of Insurance
- Health/building/license inspections
- Business License



Basic Grant Requirements

1. Cover Letter – Briefly describe organization, purpose of funding, amount of request, contact name and info.

Safe and Fear-Free Environment, Inc. (SAFE) is a non-governmental, non-profit organization providing advocacy and assistance to adult and child victims of domestic violence and sexual assault throughout the Bristol Bay region since 1982.

SAFE is submitting a continuing grant application requesting **\$302,238** for FY 02 from the Rural Domestic Violence and Child Victimization discretionary grant program to provide services and assistance to victim/witnesses of domestic violence in Dillingham and the 33 villages of Bristol Bay.

Executive Director Ginger Baim is the contact person and administrator for this grant project: (Office: 907-842-2320, Fax: 907-842-2198) vrbaim@besafeandfree.org

Summary/Abstract

- One page
- State project purpose
- How will project be implemented
- What makes you uniquely qualified
- What results do you expect
- Total budget including all funding sources.

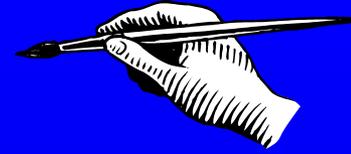
90% of funding decisions will be made on this page
It must be clear, concise and compelling.



ANDVSA May 2007

Setting the hook:

Who are you?



Brief history of organization

Purpose & Mission

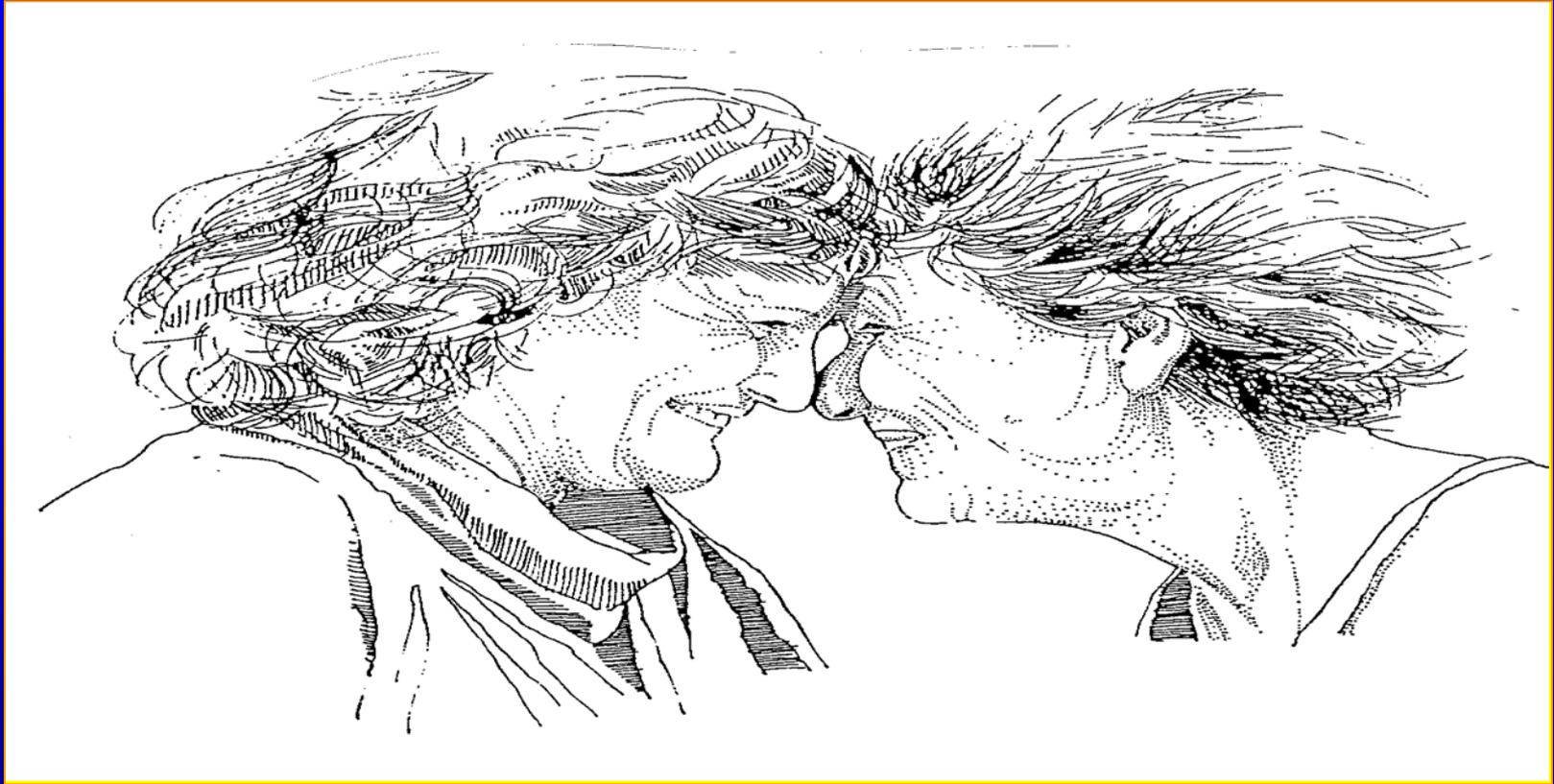
Service area & population served

Accomplishments – Toot your own horn

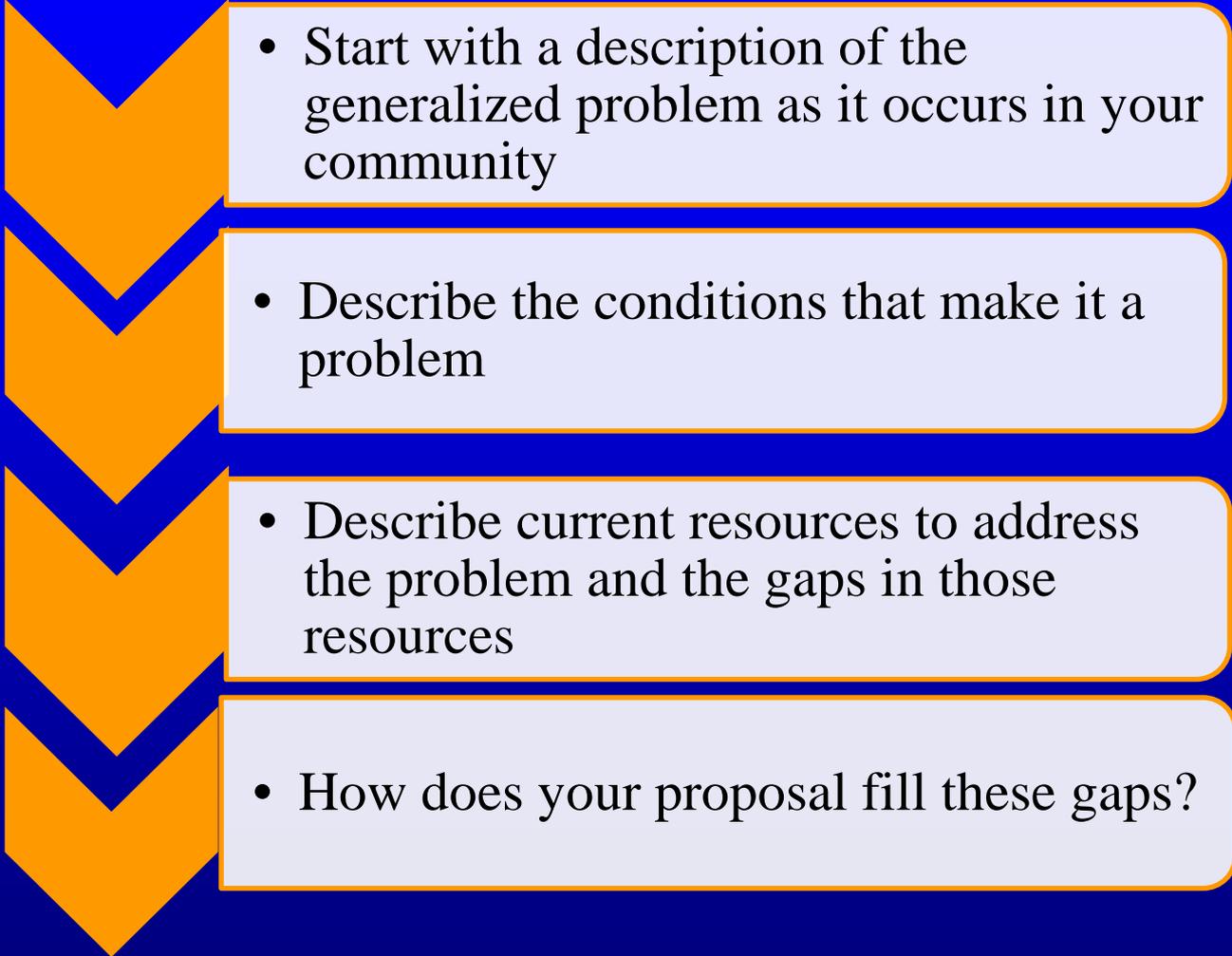
Why you are uniquely qualified

How does all this directly relate to what you propose to do?

Just because it's serious.....



Statement of Problem or Need

- 
- Start with a description of the generalized problem as it occurs in your community

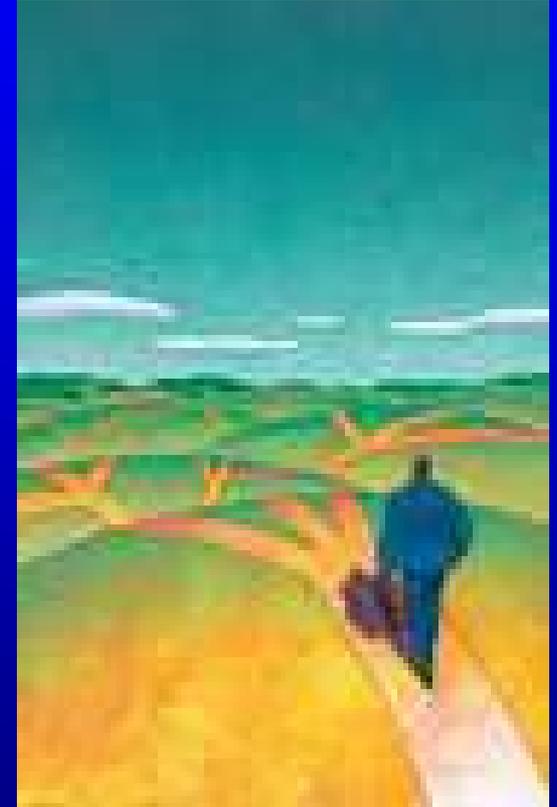
- Describe the conditions that make it a problem

- Describe current resources to address the problem and the gaps in those resources

- How does your proposal fill these gaps?

Why do we Evaluate?

- Because we need to know if what we are doing is actually working
- Because we have to – the sources that give us the money and support we need to do our work demand it
- Because we are accountable to ourselves and the people we serve



Goals & Objectives

Goal: “Big picture” statements - ultimate outcomes

Sample: End World Hunger

Objective: The specific, objective, measurable things that need to be done to achieve the goal

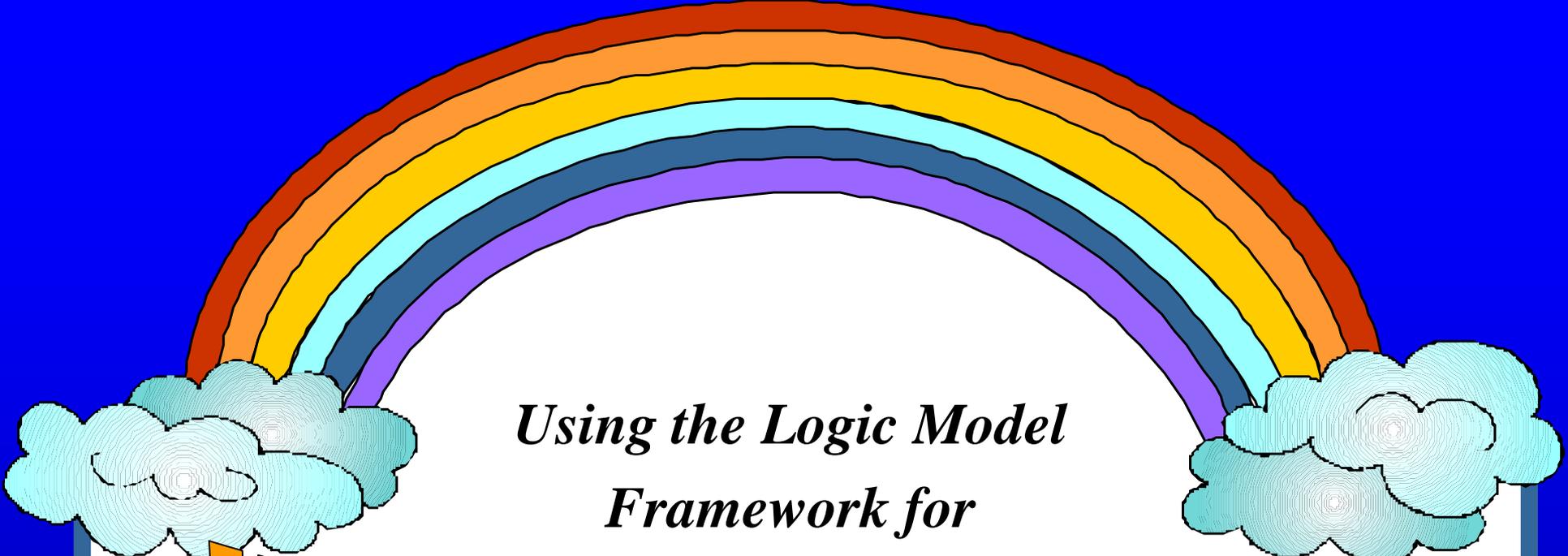
Sample: Galvanize world leaders to prioritize ending hunger resulting in 14 nations adopting the “End Hunger Now” manifesto by June 30, 2010.

Activities: Actions that need to be taken to achieve a specific objective

Sample: Initiate a comprehensive, multi-media educational campaignCreate & maintain “EHN” offices in 14 national capitals....

Timelines & Methods

Objective	Who is responsible?	When will it be done
	Shelter Manger	
	Insert the job description and/or resume of key staff or a description of qualifications you will be seeking for a position not yet filled – for volunteers as well as paid staff	How often - Daily, weekly, monthly, quarterly? When does it start (Fall, Winter) When does it end?



*Using the Logic Model
Framework for*

Valuing ourselves

And maybe get more Money

By Ginger Baim, Safe & Fear-Free Environment

Creating Our Own Outcomes

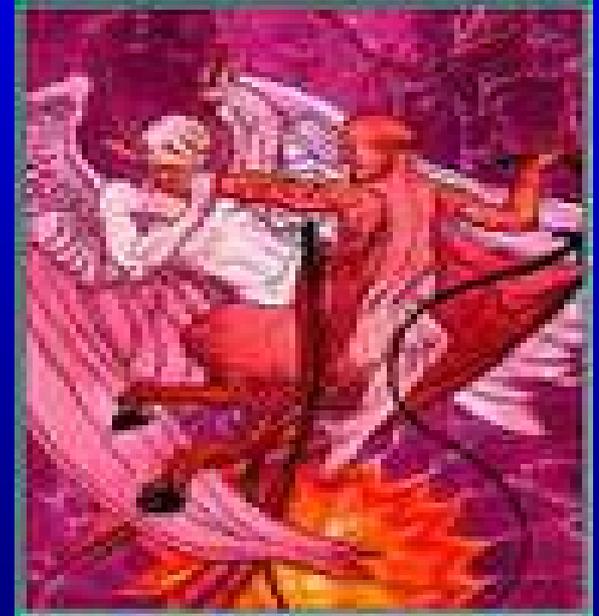
- Safety for victims of violence
- An end to sexual and physical violence
- Victims better able to cope with what has happened
- Victims empowered to expect and experience dignity, respect and nonviolence
- Effective community/justice system responses
- People ‘getting it’ – acquiring an awareness and understanding about the scope, nature, origin and impact of violence so we don’t have to keep going over this again and again.....



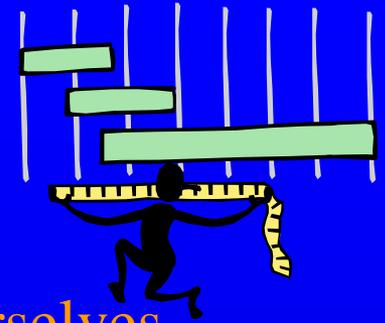
Just an Example

BIA's Program Assessment Rating Tool

- Program Purpose & design (20%)
- Strategic Planning (10%)
- Program Management (20%)
- Program Results & accountability (50%)



What do we want to measure?



What we get asked

- How many women have we saved/cured?
- Have we reduced the # of times a woman comes to shelter or needed to access services?
- How much violence have we ended/prevented?
- How many families have we reunited?
- What are we doing about battered men?

What we ask ourselves

- Did women and children get to safety?
- Was isolation reduced
- How can we increase the number of times and length of contacts?
- Are victims better able to cope – more empowered?
- Are there barriers to accessing services?
- Have we removed them?



What is a Logic Model?

A logic model is basically a plan or a map that links together the elements that describe what a program is, what it expects to achieve and how it is expected to work.

In other words.....

“What are you going to do, why are you going to do it, who/what is it going to affect, how are you going to do it and how do you tell when your done?”

Elements of a Logic Model

Start with the Goal

INPUTS	OUTPUTS		OUTCOMES/IMPACT		
<p><i>What we invest</i></p> <p>Staff Volunteers Time Money Materials Equipment Technology Partners Love Commitment</p>	<p>Target</p> <p><i>Who we Reach</i></p> <p>‘Clients’ Women Children Men Providers Participants Customers Citizens Partners Elders</p>	<p>Activities</p> <p><i>What we do</i></p> <p>Workshops Meetings Counseling Facilitation Assessments Product Dev. Media Work Training Shelter Transport Crisis Line Sucking Up</p>	<p><i>The short term results</i></p> <p>Learning</p> <p>Awareness Knowledge Attitudes Skills Opinions Aspirations Motivations</p>	<p><i>The midterm results</i></p> <p>Action</p> <p>Behavior Practice Decisions Policies Social Action</p>	<p><i>The ultimate impact(s)</i></p> <p>Conditions</p> <p>Social Economic Civic Environment</p>

Benefits of a Logic Model

- Enhances understanding & awareness
- Increases “buy in” from program participants
- Helps to monitor progress
- Gives us an evaluation framework
- Forces us to state and question our assumptions
- Keeps us grounded – protects us from over promising and unrealistic expectations
- Aids communications inside and outside the program



Designing a Logic Model

- **Goals:** Mandate and strategic outcomes as established by Board & Mission (& funding sources)
- **Target:** Who is involved, who will participate, who we are trying to get at?
- **Strategies/Outputs:** Services and activities to be provided
- **Assumptions:** How will these activities lead to expected outcomes?
- **Outcomes/Impacts:** What immediate changes are expected – what “global” changes are expected in the long term?



Simple Logic Model

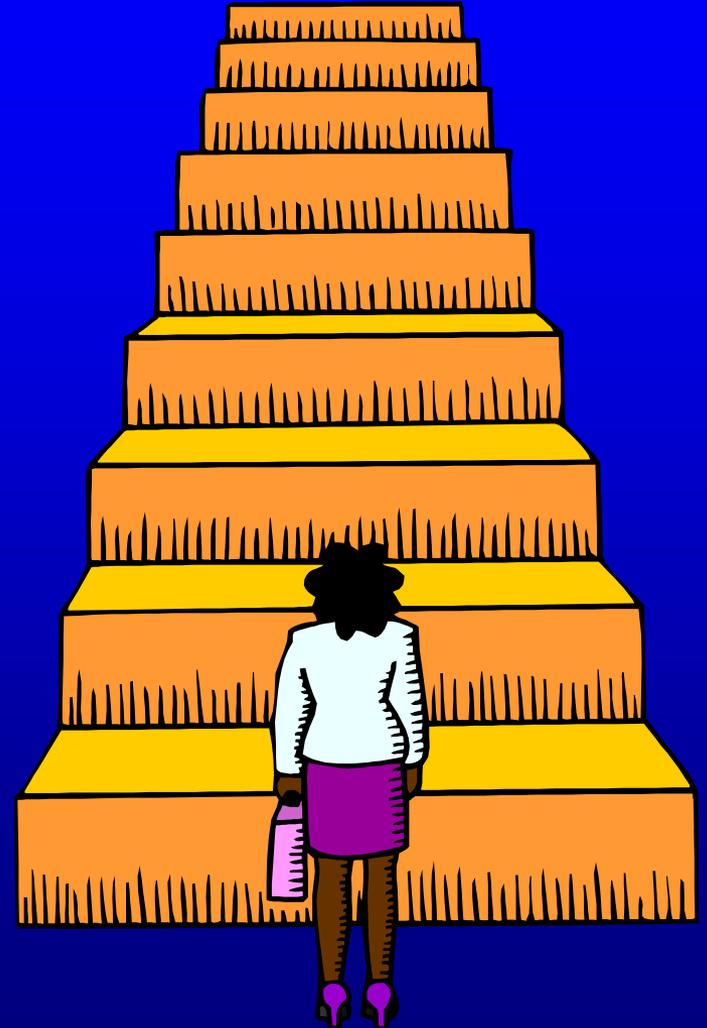


SAMPLE LOGIC MODEL

GOAL Stop a Headache	STRATEGY & ACTIVITY	TARGET GROUP	IF-THEN STATEMENTS	OUT COMES	IM PACT
Project Development	Take Excedrin	Me	This headache is a migraine. Excedrin is made especially for migraines. If I take the pills it will work. If it works.....	Headache goes away	No Divorce
Evaluation Questions Row	Did I take the Excedrin?	Did I have contact?	Did the medicine cure the headache?	Did headache go away?	Did I get a divorce?
Evaluation Tools Row	Check the level of pills in the bottle	Ask me	Ask me.	Observe, document behavior	Check Vital Statistics

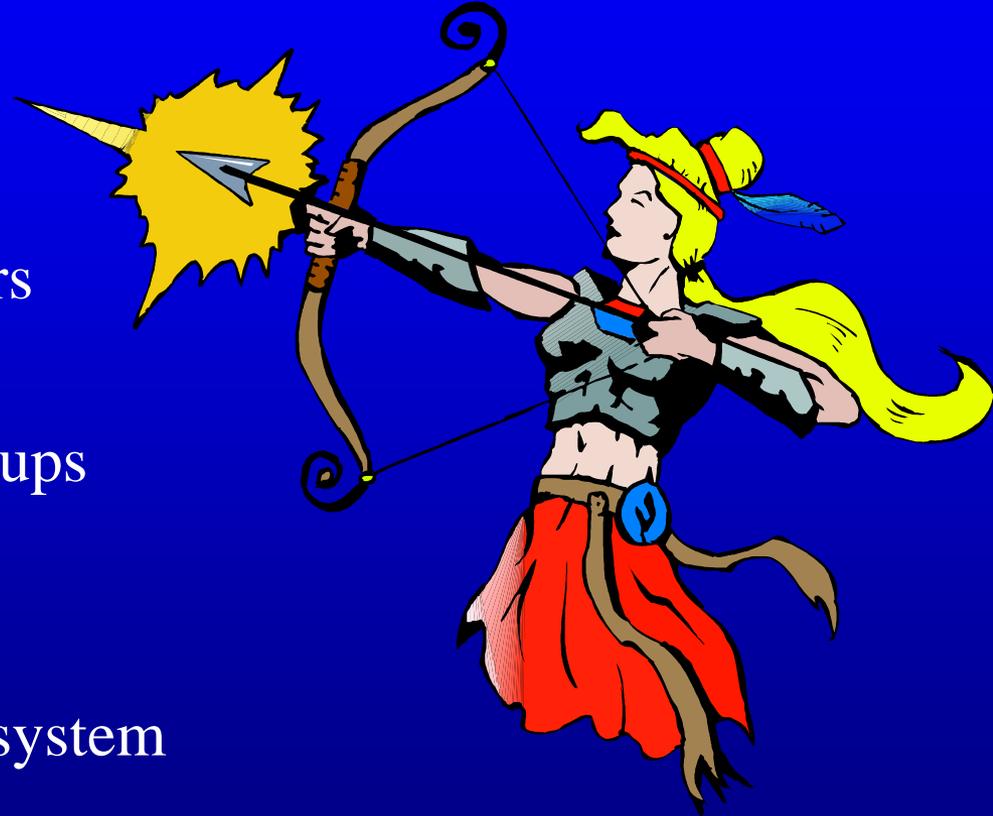
Developing Goals

- What is the “situation”?
- What are you trying to address?
- What is the risk/challenge?
- Goals should be:
 - Simple
 - Broad
 - Clear
 - Measurable
 - Possible
 - Consistent with your mission



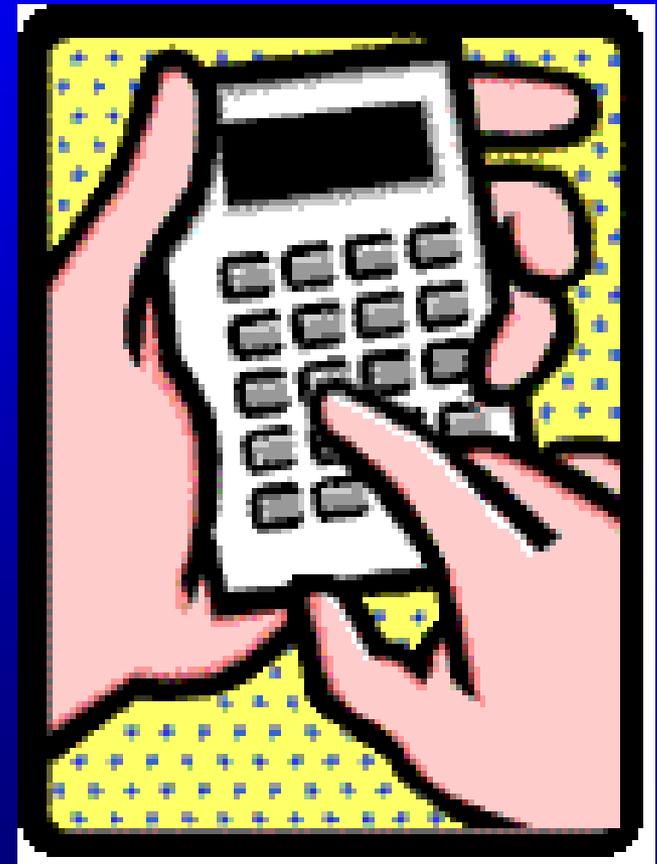
Target Group

- Who/what are you aiming to reach?
 - Women
 - Men
 - Children
 - Significant Others/Partners
 - Youth/Adults
 - Specific demographic groups
 - General public
 - Providers
 - Law enforcement/justice system
 - Faith Community
 - Businesses



Strategies and Activities

- What exactly are you going to do
- Quantitative:
 - How many
 - How much
 - How long
 - When & Where
 - Who is going to do it?
 - Input: What resources are dedicated?

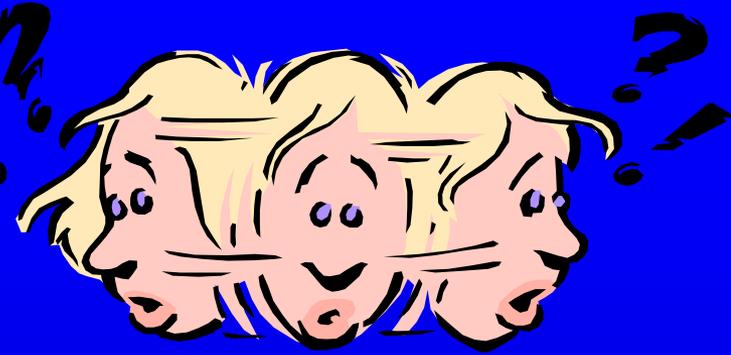


Outputs

(Actual, real, tangible products or services provided)

- Manuals
- Services
- Reports
- Meetings
- Conferences
- Videos
- Forms
- Advocacy contacts
- Templates
- Wills
- PSA's/Advertisements
- Publications
- Food boxes mailed
- Elders transported
- Nights of shelter
- Number of transports

If-Then Statements!



- If this – then that:

“If I jump in the pool then I will get wet”

- What are your assumptions? :

“If I get wet, I will get cold. If I get cold I will put on more clothes. If I put on more clothes I will no longer scare the neighbors. If I don’t scare the neighbors.....”

So What?

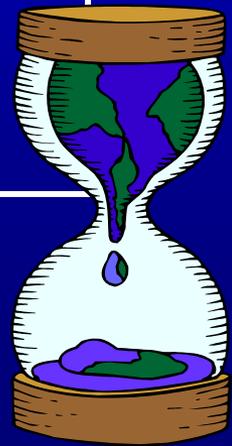
So What?

*If you get to a
'so what?'
situation,
you've come
to an
outcome!*



Outcomes

Short	Medium	Long Term (Impact)
<u>Learning</u> Awareness Knowledge Attitudes Skills Opinions Aspirations Motivations	<u>Action</u> Behavior Practice Decisions Policies Social Action	<u>Conditions</u> Social Economic Civic Environmental Community Spiritual



So..... if I get wet, then get cold, then get out of the pool, then put on more clothes and then stop scaring the neighbors..... **what?**

Outcome

My neighbors will stop calling the police.
My kids will come back home. My mom will begin speaking to me again and the dog will be deeply, deeply appreciative.



Long Term

My community takes down the fences and develops a co-housing project that becomes

Impact

a model program for world peace!



EVALUATION

OK. Now you did the deed, provided the service, finished the project.....

How are you going to know if it worked?



Evaluation Questions

- Did things go according to plan?
- Were the services provided as indicated?
- Was the target group reached?
- Were the assumptions valid?
- Were there any changes in attitudes, knowledge, beliefs, behaviors?



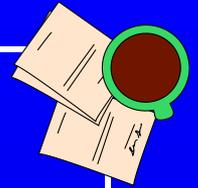
Evaluation Answer Tools



Quantitative Data

Definition: Data reported in numerical form

Examples: How many people participated, how many times was the services provided or contact made, how long/over what period of time did the service last?.

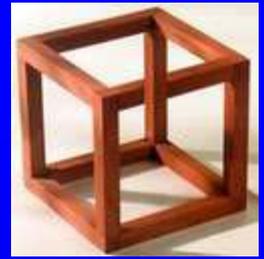


Qualitative Data

Definition: Data reported in narrative form

Examples: Narrative performance report, comments & testimonials from participants, anecdotal accounts, personal examples and/or observations, essay responses to subjective questions

Considerations



- What kind of data can you/should you collect?
- What kind of harm could come from some of the information?
- What are your resources? (Archival, trained staff, technological competency?)
- What is it going to cost you in time, money and energy to collect data?
- How can you collect data in a respectful and confidential manner from and about the people we serve?

**Don't tell the truth:
You might loose your funding source!**

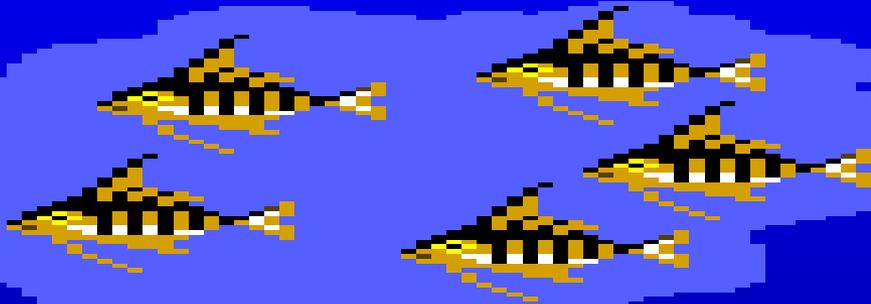
Practical Skills Exercise



Summary



What did we learn?



How will we apply what we learned
to our work and our lives?





Planning, Management & Accountability Systems

Step 2: Linkages (Logic Model)

- **Describe Links** between activities, outcomes and impact at every level: What will be done, products, what will be achieved, how will we know and how will it be documented.
- **Identify Control Factors** – What factors are within the control of the program that are being used to achieve final outcomes?

Planning, Management & Accountability Systems

Step 1: Profile of a Program

- **Origin & Rational** – Describe the program. Why is it here. What are you supposed to be doing and who wants you to do it? Board? Funding Agency? Persons using the services? Clearly define for the program. What do you want/expect to have happen compared to what is actually happening?
- **Purpose and Goals** – Clearly state intended outcomes of the program consistent with the agency mission
- **Governance** – Who is in charge? Describe staffing plan. Identify partners in and out of the agency. Define roles & responsibilities.
- **Delivery** – Who do you serve and how will you reach them? Planned outcomes – who, what, why, when, where, how many etc. have you committed to provide?
- **Budget** – Where is the money coming from and where is it going? And who is responsible for tracking it?

Planning, Management & Accountability Systems

Step 3: Performance Measurement Strategy

- **Approaches** – Assess program relevance. Measure success (or non-successes) and cost – effectiveness
- **Indicators** – Develop a performance indicator for each identified outcome (How will you know when you got it?) Identify a data source and collection method (What are you going to use to measure and how will you get the information?)
- **Tables** – Data reporting