DUGONG
MOU

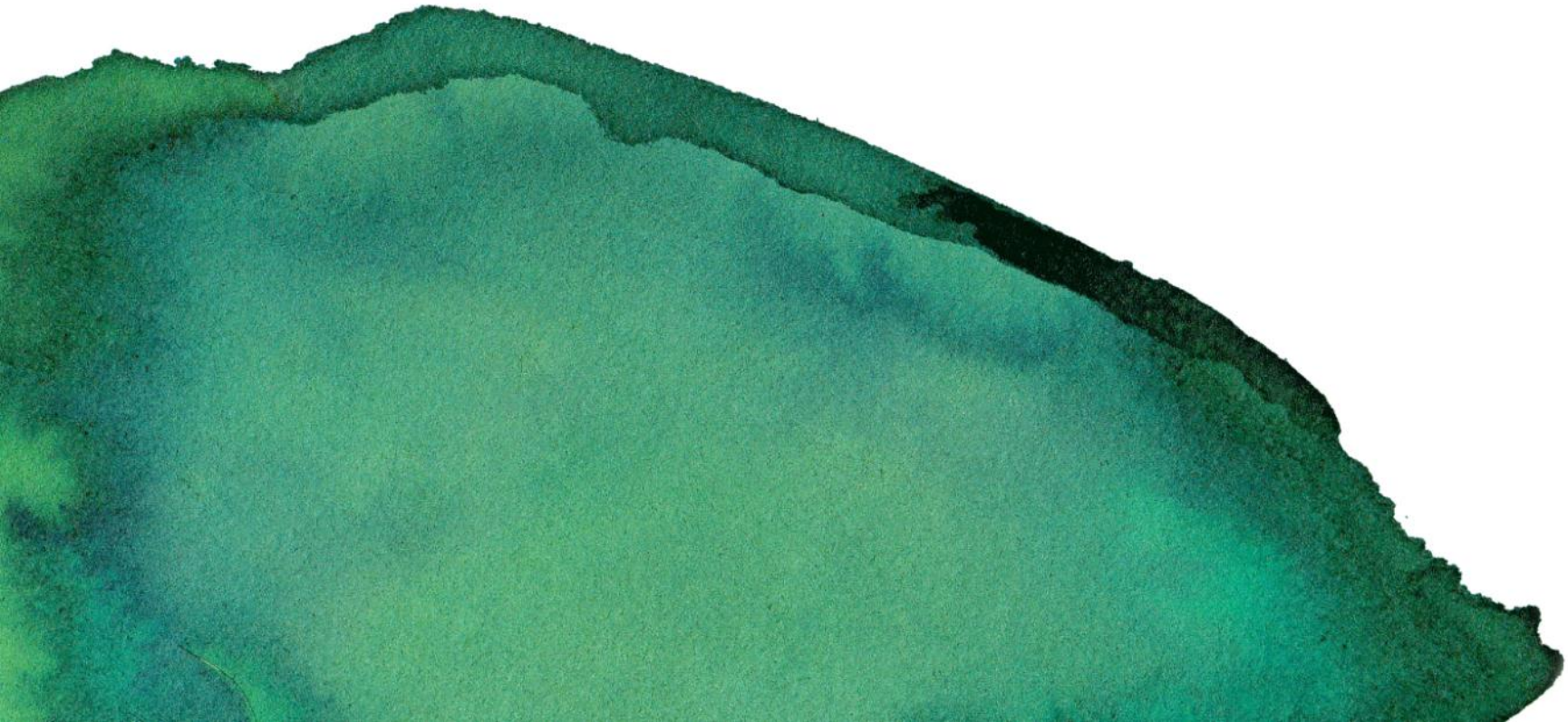
Grant Writing Principles

A basic framework for effective communication

CMS

UN environment
United Nations Environment Programme

Quick intro to Elisabeth



Prior Experience

DUGONG MOU

Funded Proposals

FORMAS

NSF

Corporation for NATIONAL & COMMUNITY SERVICE

LINCOLN INSTITUTE OF LAND POLICY

Carnegie

WORLD BANK

Favorable Review

European Commission

RESEARCH COUNCILS UK

MacArthur Foundation

100& CHANGE

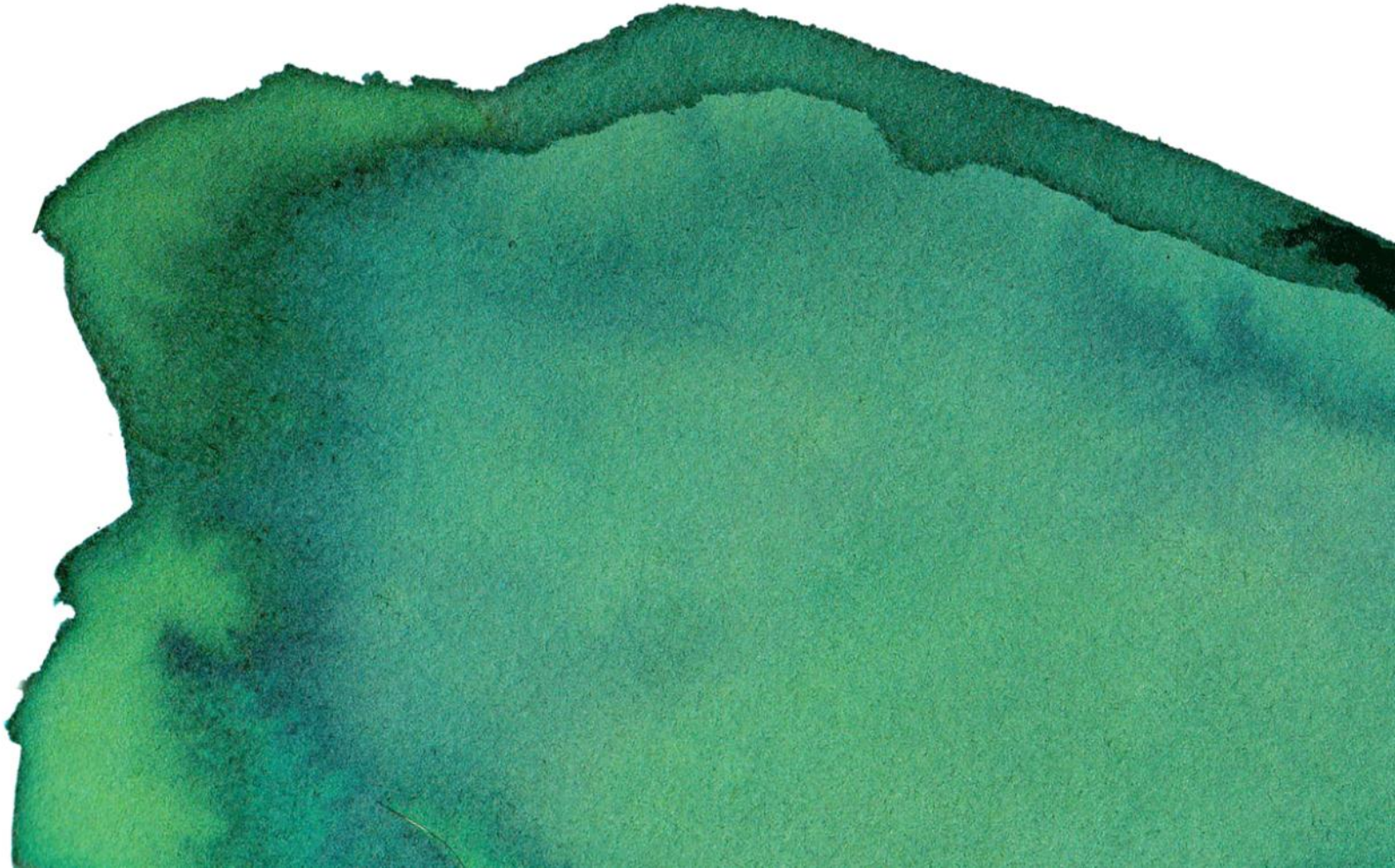
Publishers

ISO International Organization for Standardization

CAMBRIDGE UNIVERSITY PRESS

STANFORD UNIVERSITY PRESS

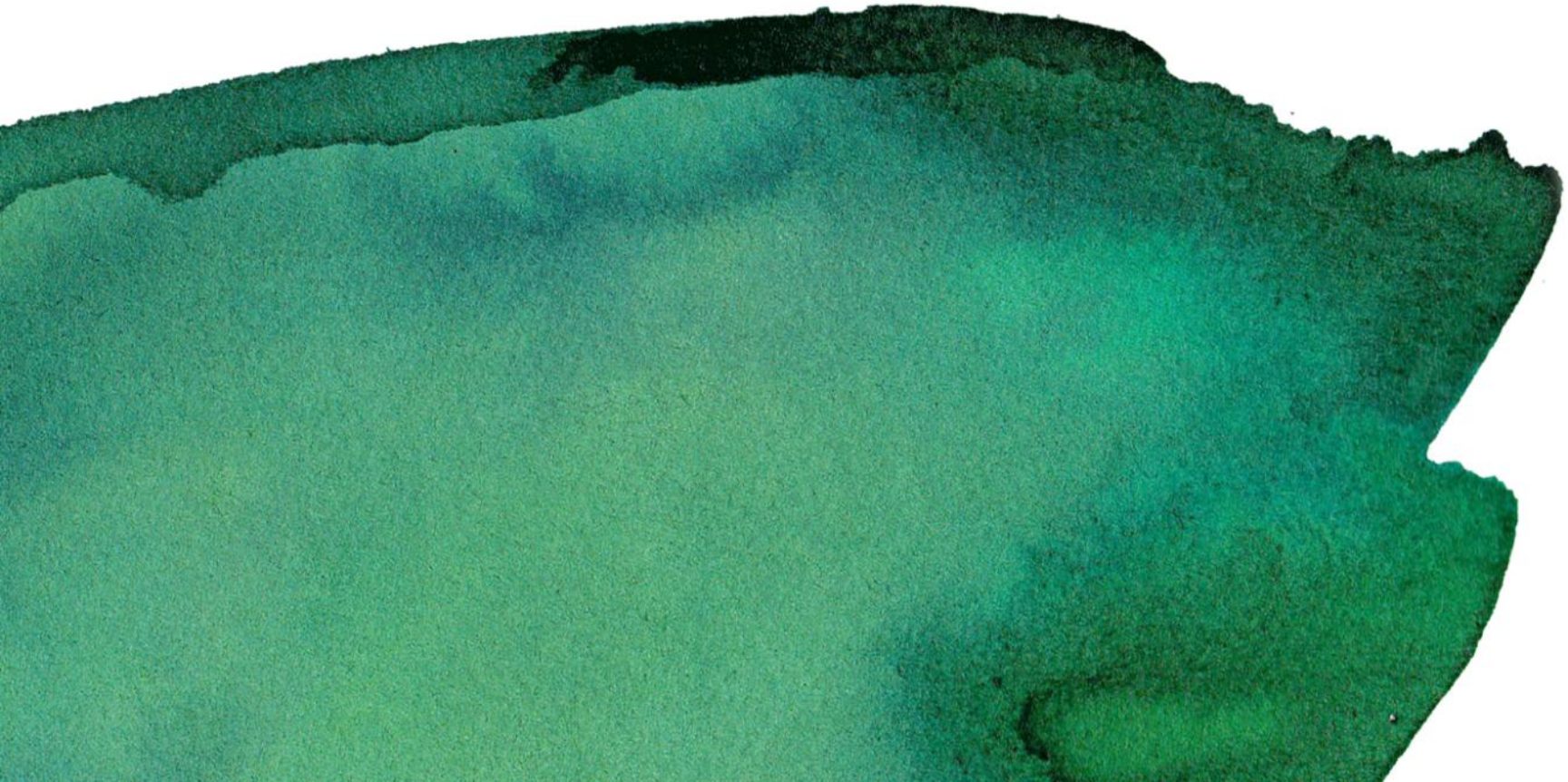
Overall Goal



Impact
Risk

3

The Silver Platter



Help the reviewer.

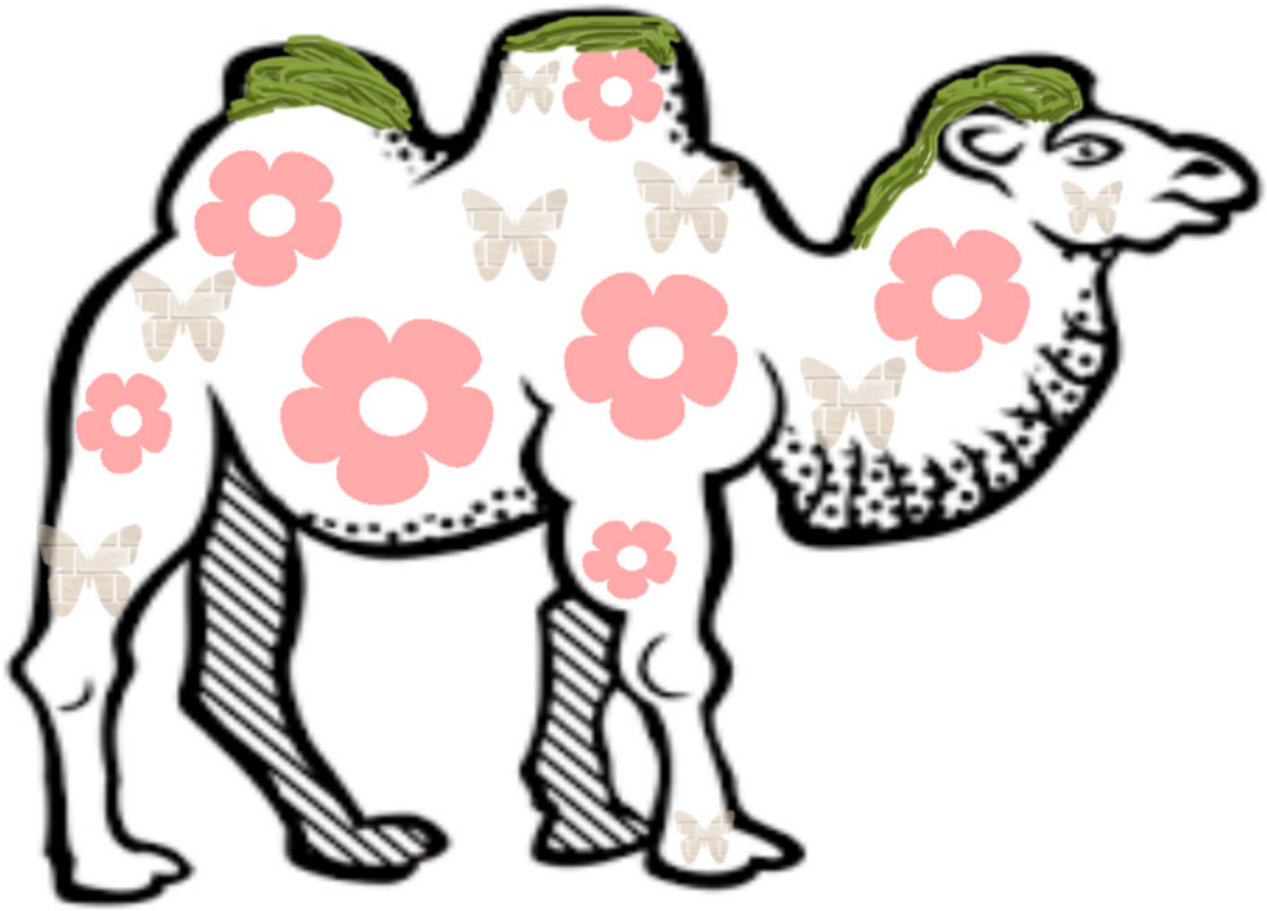
1. Follow the directions.

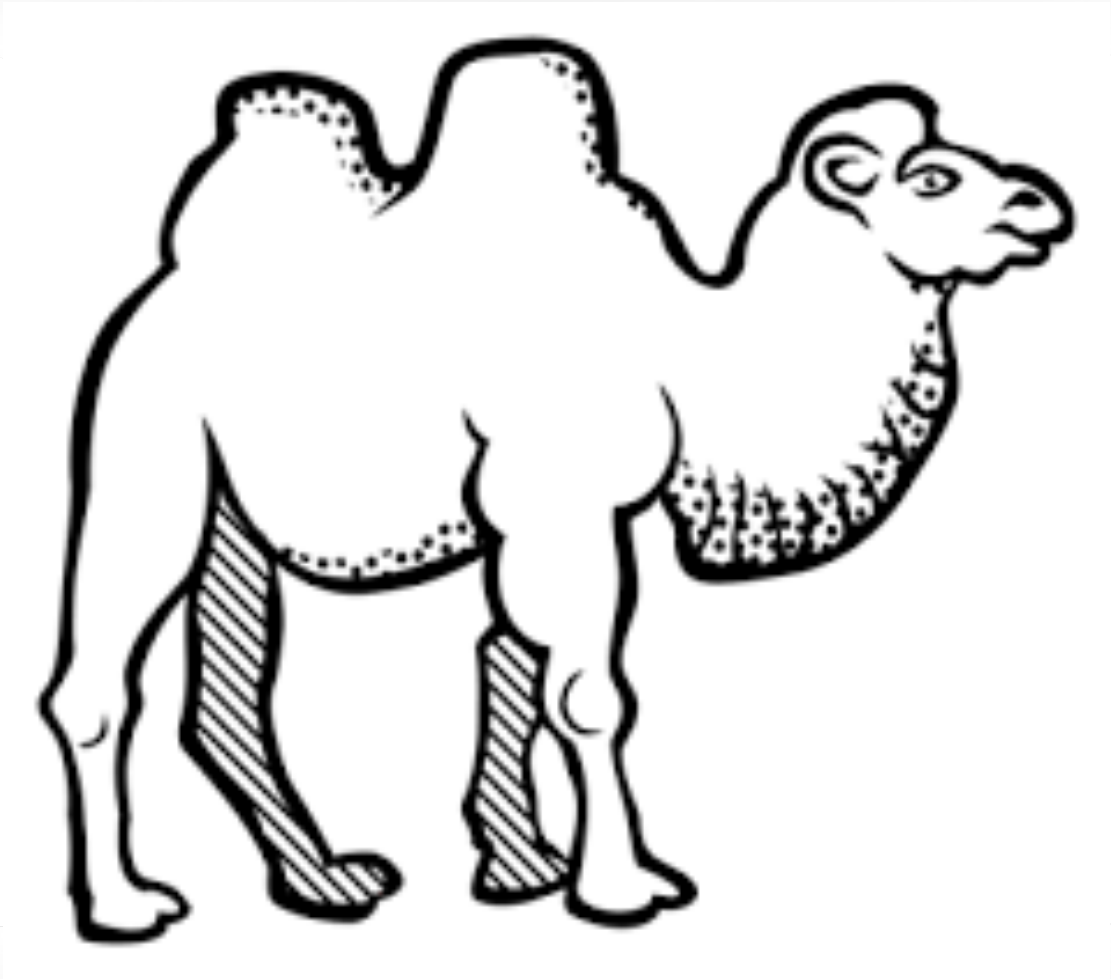
- Structure your proposal exactly as prescribed.
- Don’t get creative!
- Don’t skip any sections.
- Get in touch early with questions for the funder.

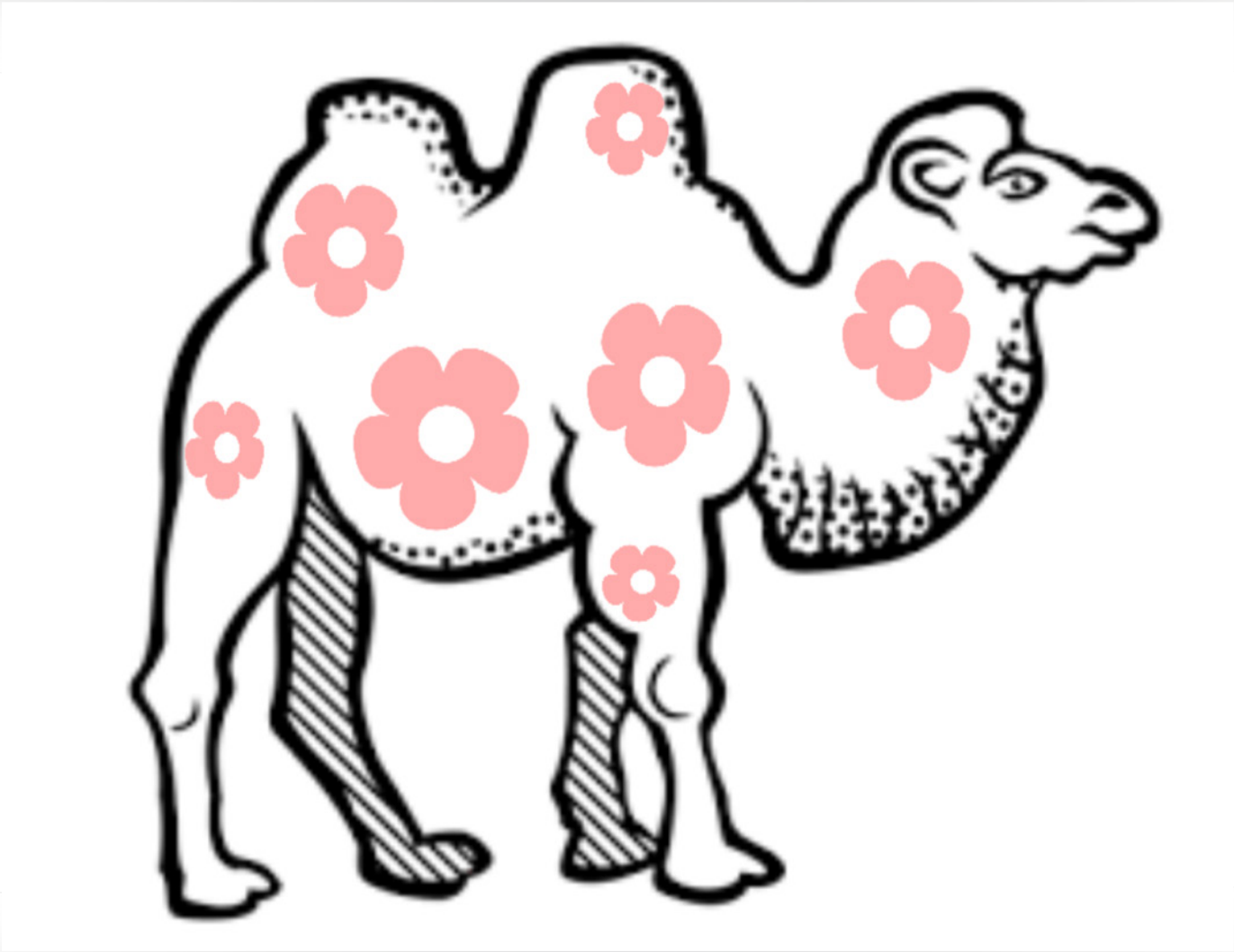
Help the reviewer.

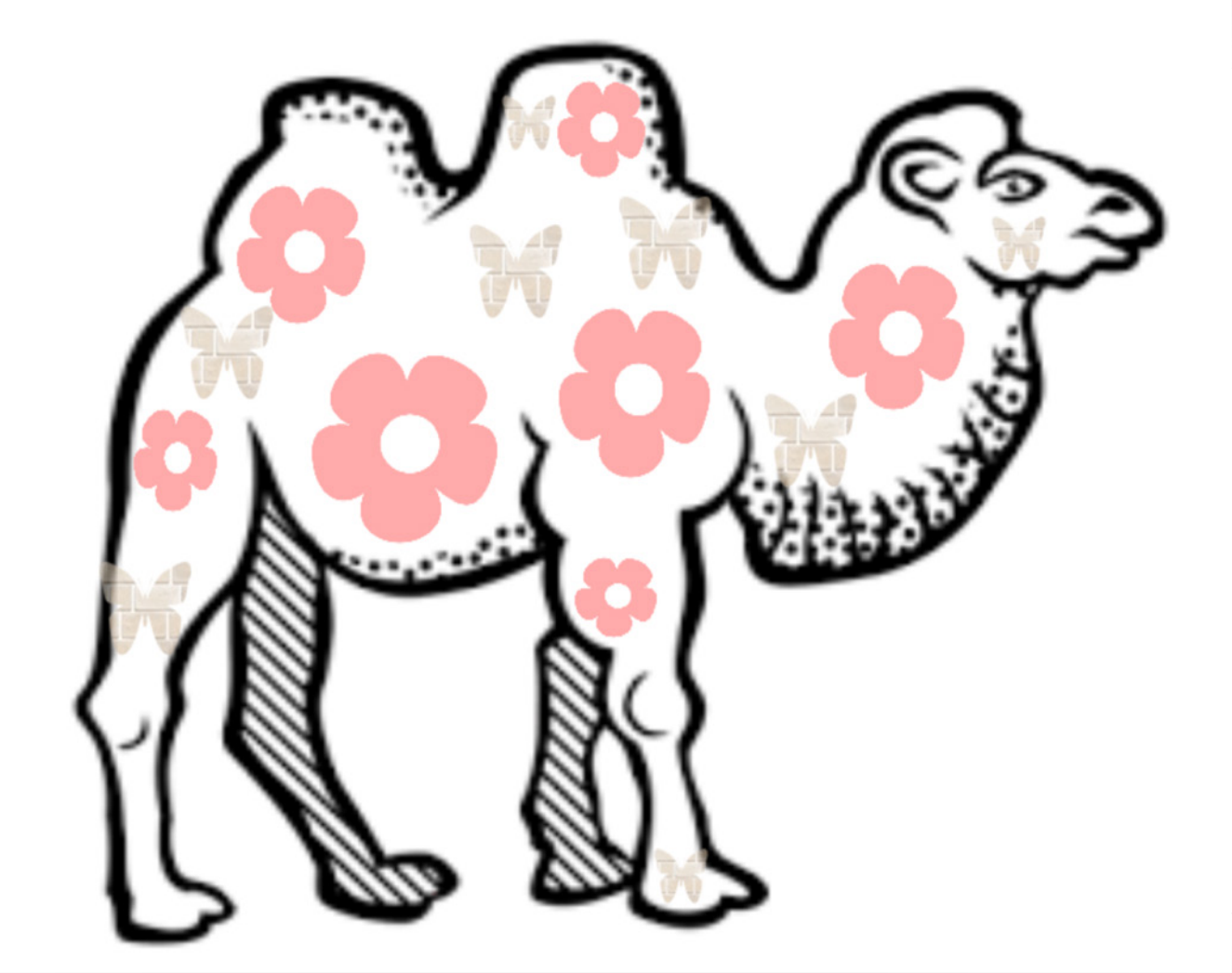
2. Get out of the way of the information

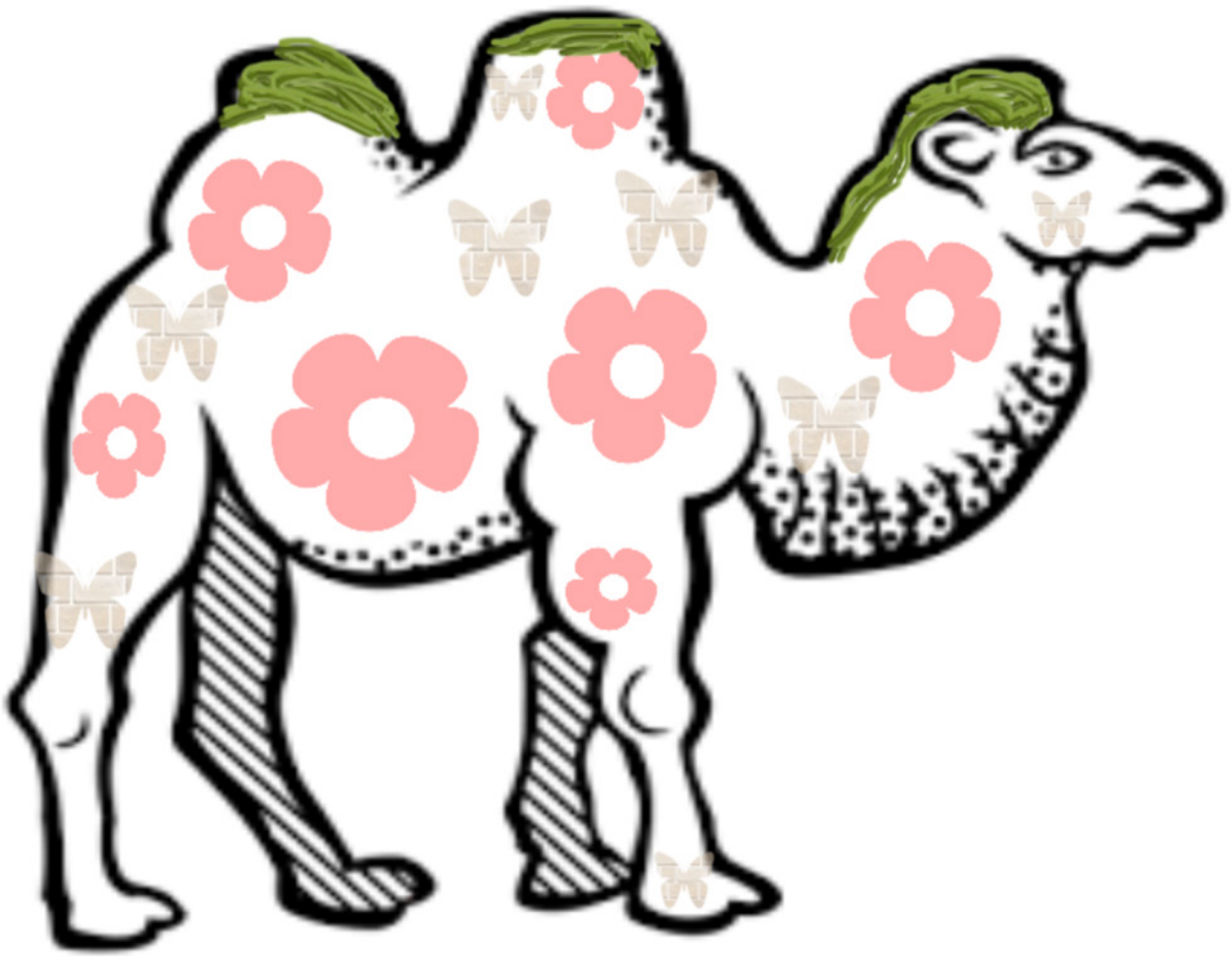
- Drop the jargon.
- Be explicit, specific, and precise.
- Don’t bury the lede.











Help the reviewer.

3. Export your thoughts.

- Get <u>everything</u> out of your head and in writing.
- Build your logframe from the start.
- Use visuals to show how you conceptualize the problem/solution.

Export your thoughts.

Get it out of your:

- Head
- Notes
- Emails
- Related proposals

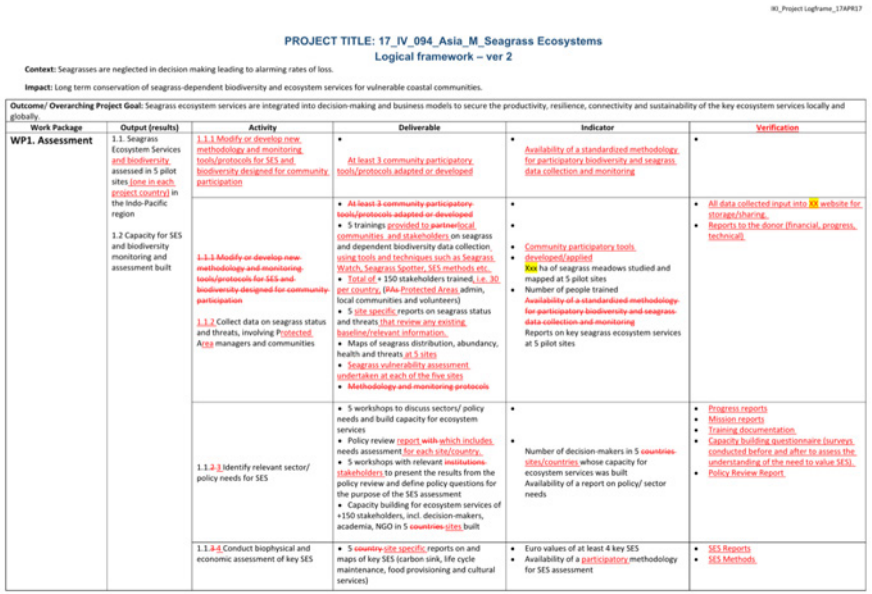
And into one dedicated document.

Export your thoughts.

Build your logframe from Day One

…and keep it current!

- Serves as an outline
- Stress-tests your idea
- Quick reference
- Keeps the team on the same page



IKI_Project Logframe_17APR17

PROJECT TITLE: 17_IV_094_Asia_M_Seagrass Ecosystems
Logical framework – ver 2

Context: Seagrasses are neglected in decision making leading to alarming rates of loss.

Impact: Long term conservation of seagrass-dependent biodiversity and ecosystem services for vulnerable coastal communities.

Outcome/ Overarching Project Goal: Seagrass ecosystem services are integrated into decision-making and business models to secure the productivity, resilience, connectivity and sustainability of the key ecosystem services locally and globally.

Work Package	Output (results)	Activity	Deliverable	Indicator	Verification
WP1. Assessment	1.1. Seagrass Ecosystem Services and biodiversity assessed in 5 pilot sites (one in each project country) in the Indo-Pacific region 1.2 Capacity for SES and biodiversity monitoring and assessment built	1.1.1 Modify or develop new methodology and monitoring tools/protocols for SES and biodiversity designed for community participation	• At least 3 community participatory tools/protocols adapted or developed	• Availability of a standardized methodology for participatory biodiversity and seagrass data collection and monitoring	•
		~~1.1.1 Modify or develop new methodology and monitoring tools/protocols for SES and biodiversity designed for community participation~~ 1.1.2 Collect data on seagrass status and threats, involving Protected Area managers and communities	• ~~At least 3 community participatory tools/protocols adapted or developed~~ • 5 trainings provided to ~~partner~~local communities and stakeholders on seagrass and dependent biodiversity data collection using tools and techniques such as Seagrass Watch, Seagrass Spotter, SES methods etc. • Total of + 150 stakeholders trained, i.e. 30 per country, (PAs Protected Areas admin, local communities and volunteers) • 5 site specific reports on seagrass status and threats that review any existing baseline/relevant information. • Maps of seagrass distribution, abundancy, health and threats at 5 sites • Seagrass vulnerability assessment undertaken at each of the five sites • ~~Methodology and monitoring protocols~~	• • • Community participatory tools developed/applied • Xxx ha of seagrass meadows studied and mapped at 5 pilot sites • Number of people trained ~~Availability of a standardized methodology for participatory biodiversity and seagrass data collection and monitoring~~ Reports on key seagrass ecosystem services at 5 pilot sites	• All data collected input into XX website for storage/sharing. • Reports to the donor (financial, progress, technical)
		1.1.~~2~~3 Identify relevant sector/ policy needs for SES	• 5 workshops to discuss sectors/ policy needs and build capacity for ecosystem services • Policy review report ~~with~~ which includes needs assessment for each site/country. • 5 workshops with relevant ~~institutions~~ stakeholders to present the results from the policy review and define policy questions for the purpose of the SES assessment • Capacity building for ecosystem services of +150 stakeholders, incl. decision-makers, academia, NGO in 5 ~~countries~~ sites built	• • Number of decision-makers in 5 ~~countries~~ sites/countries whose capacity for ecosystem services was built Availability of a report on policy/ sector needs	• Progress reports • Mission reports • Training documentation • Capacity building questionnaire (surveys conducted before and after to assess the understanding of the need to value SES). • Policy Review Report
		1.1.~~3~~4 Conduct biophysical and economic assessment of key SES	• 5 ~~country~~ site specific reports on and maps of key SES (carbon sink, life cycle maintenance, food provisioning and cultural services)	• Euro values of at least 4 key SES • Availability of a participatory methodology for SES assessment	• SES Reports • SES Methods

Export your thoughts.

Use visuals to show:

- How **you** conceptualize the issue

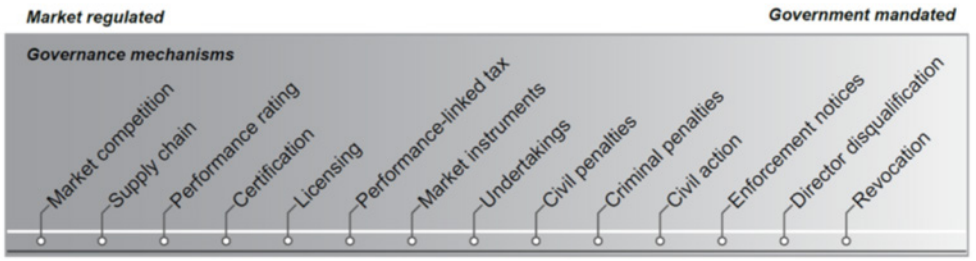


Figure 1 – Environmental Governance Interventions

Correspondingly, the precision toxicology investigation (described in 2.2) progresses from uncertainty to greater certainty, identifying the health conditions and chemical mixtures prevalent in the community through stages of research that increasingly sharpen the association between pollution and the cause of harm to human health (Figure 2). These progressive stages of precision toxicology research begin with **informational** investigation, acting on community-identified priorities to produce data on the chemical and health conditions present; proceed to linkages **indicative** of causation, suggesting potential pathways of exposure to chemicals of high concentration with potential toxicological outcomes; demonstrate **relational** associations, qualitatively describing toxicity pathways by which specific mixtures of the identified chemicals induce adverse health outcomes; enable **probative** analysis, quantitatively determining how the community became exposed to the harmful chemicals and how these problems can be corrected; and generate **predictive** knowledge, prospectively indicating how such harms could be prevented in the future through processes such as containment or chemical re-engineering.

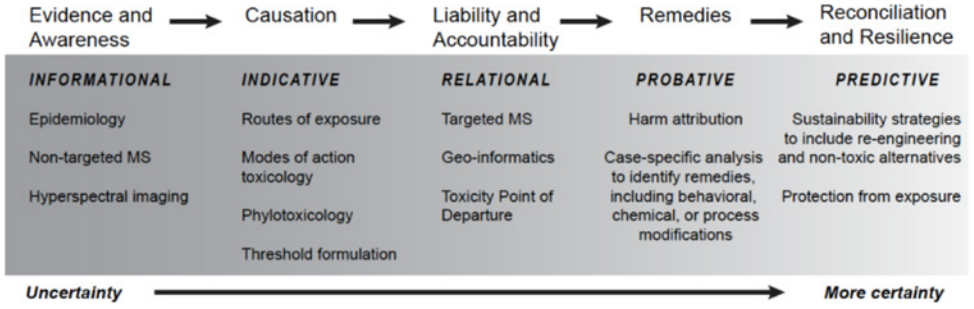


Figure 2 – Precision toxicology process

Export your thoughts.

Use visuals to show:

- How **relevant disciplines** conceptualize the issue

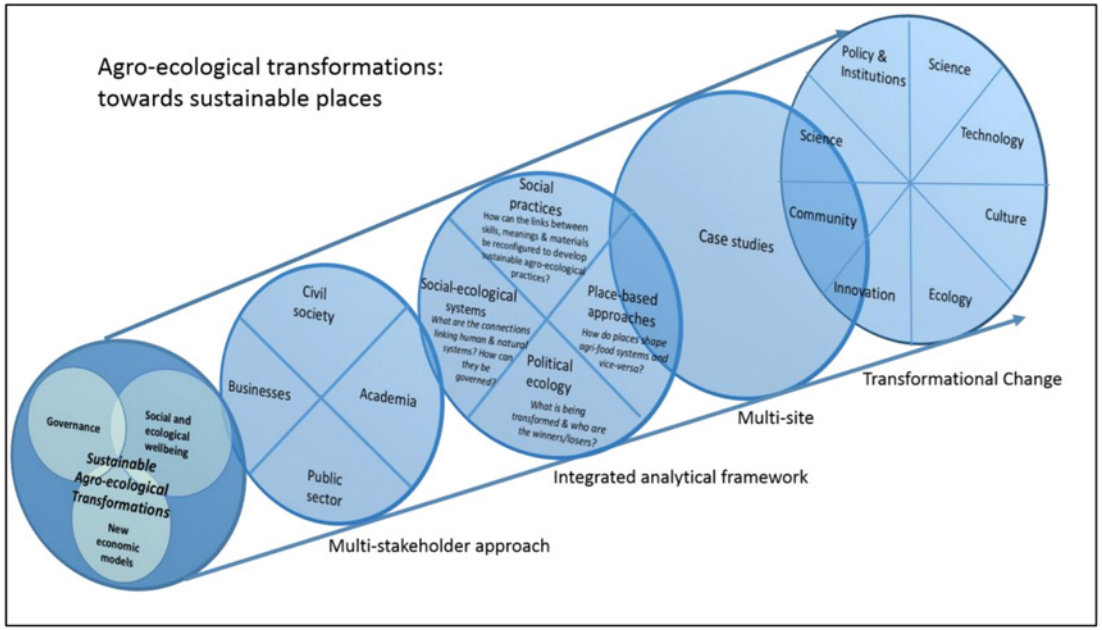


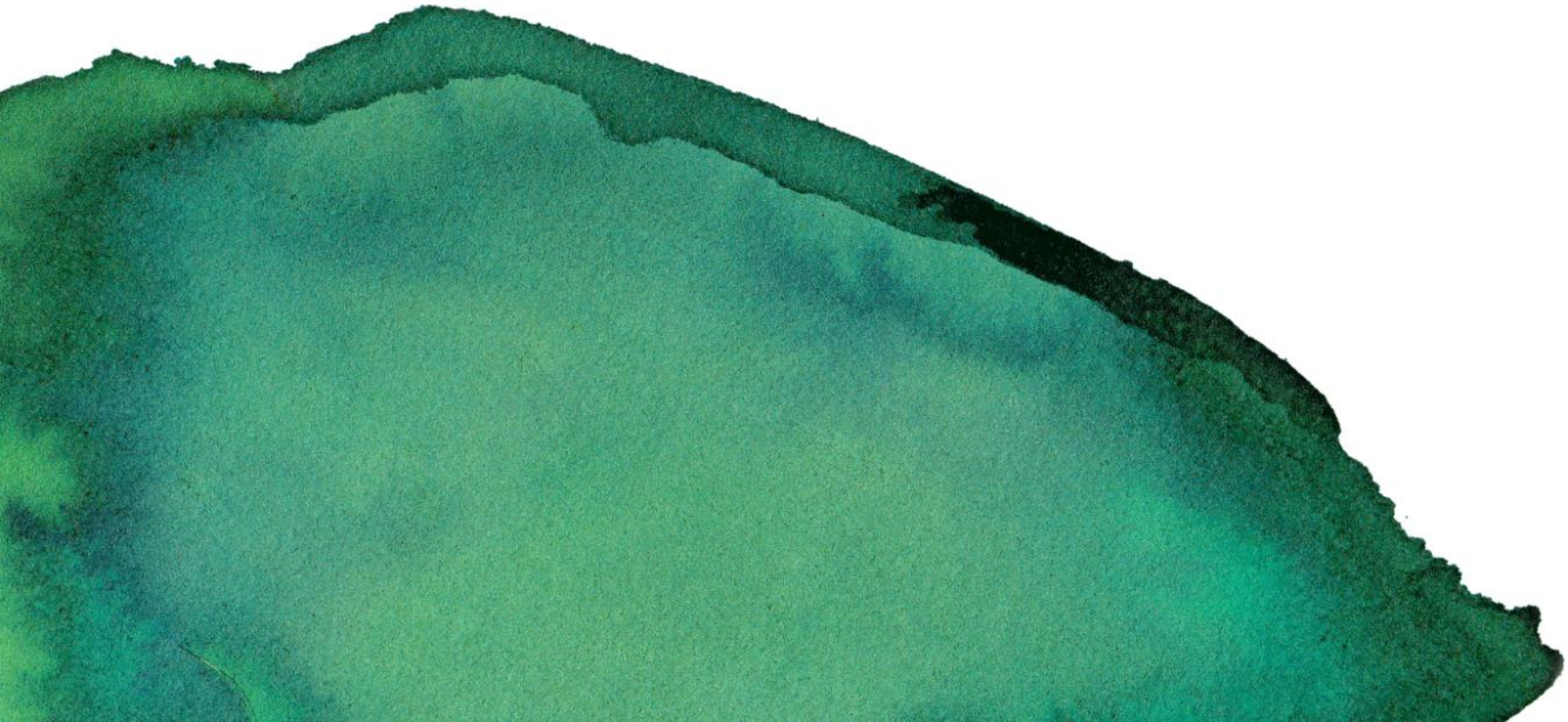
Figure 2 – Integration of research lenses

Export your thoughts.

Use visuals to show:

- How **key stakeholders** conceptualize the issue

Impact



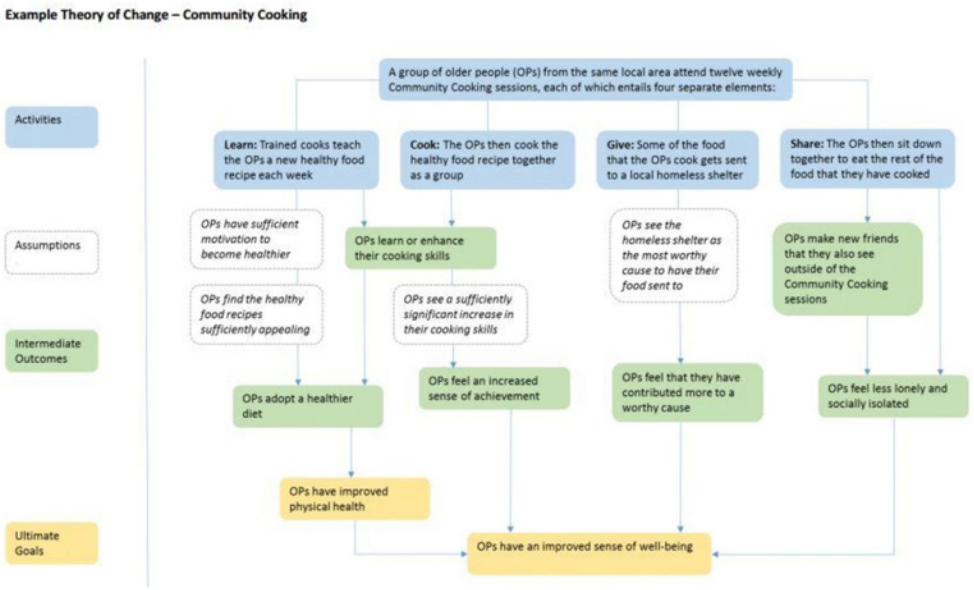
Impact

Result category	Commitment	Examples
Outputs	Promise	Data collection, workshops, trainings, meetings, communications
Outcomes	Expect	Capacity building, policy integration, uptake of technology/method
Impact	Hope and Dream	Natural resource preservation, reduced pollution, improved health, reduced poverty

Impact

Key content

- Title
- Summary
- Beginning and end
- Theory of change
- RFP specific
  - e.g., Pathways to Impact, Impact Summary

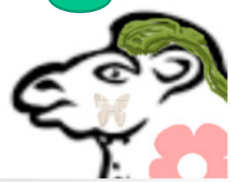


You gotta have heart…

You gotta have heart…

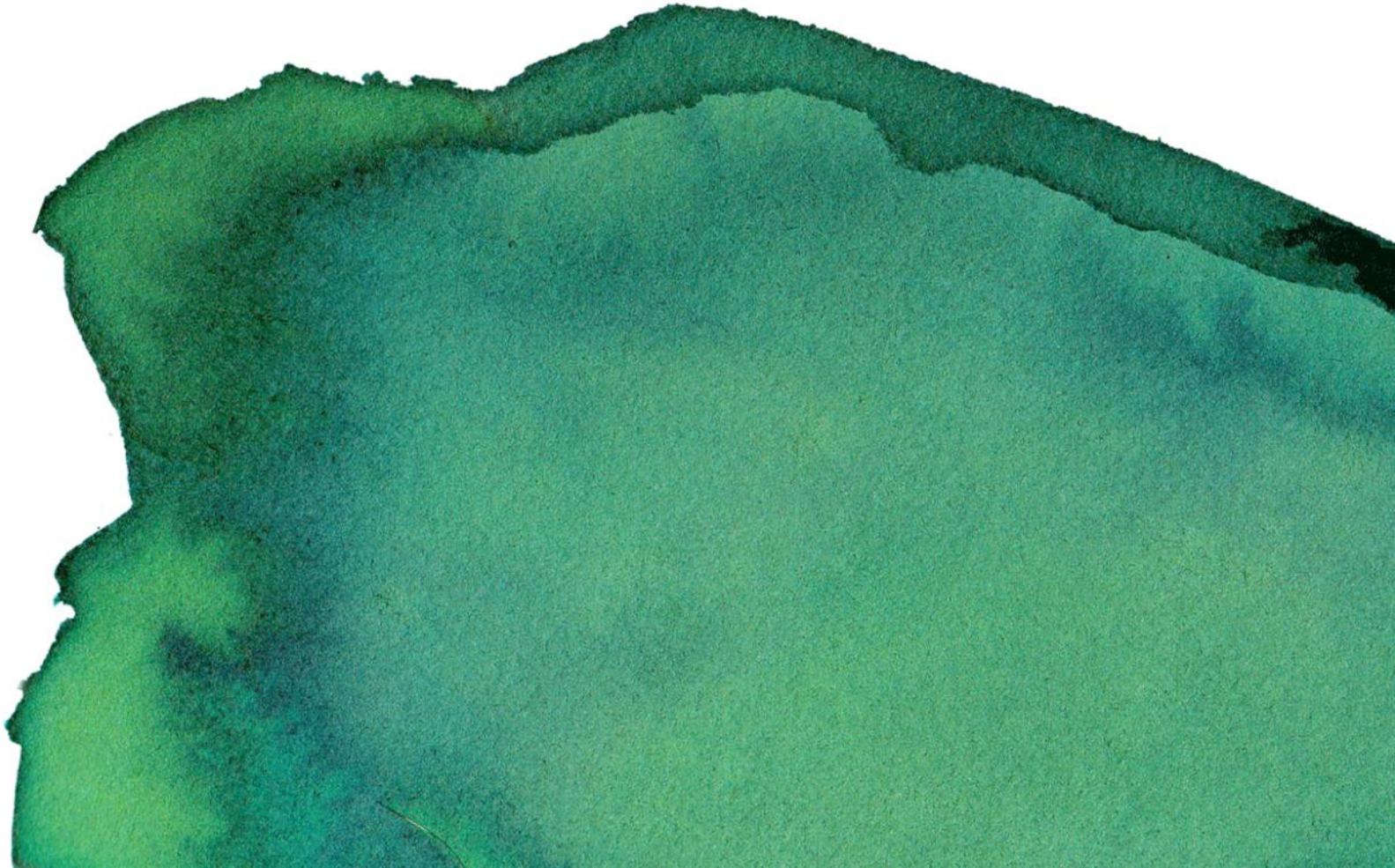
Impact

If this project succeeded beyond your wildest dreams, how would the world be different?



5

Risk



Risk ⬇

High Risk, High Reward?

Risk ⬇

Innovation

High ~~Risk~~, High Reward

Risk ↓

Key risk	Need to demonstrate	Example mitigation
YOU	Track record	Partnerships, Advisory Board
Stakeholders	Willingness Momentum Investment Agency	Piloting, letters of support/MOUs, bottom-up strategies, responsive/flexible approaches, participatory evaluation
Technical failure	Robust systems Safety Confidentiality Ease of use	Backups, trainings, security measures
Activity failure	Evidence of effectiveness	Resilient model (failure in one part does not cause the whole project to fail), ongoing monitoring & evaluation and adjustment
Sustainability	Self-sustaining mechanisms Sources of support	Leverage networks, ensure staff continuity, create transition plans

Risk

Key content

- Risk register
- Project-relevant bios
- Related prior successes
  - Yours
  - Stakeholders'
- Partnerships/support
- Post-program plan
- Monitoring and evaluation *integrated throughout project*

Lp.	The main of risks	Owner of risk	Reason/cause	Effect	Risk assessment			Risk response strategy	Cost of strategy
					Probability	Impact	Level of risk		
Designing risk									
1	Lack of acceptance by Investor of design proposals	Investor	Delays in approval	Increase in costs due to the suspension of work of the design team	5-40%	50thous.-500thous.	Low	Market observation, alternative designing solutions	0
2	Delays and difficulties in obtaining opinions and permits	Investor	Delay of designing work, unknown scope of design	Disturbed designing process	5-40%	500thous.-2milions	Medium	Earlier diagnosis of the situation in local authorities offices, organization of meetings preceding designing process	50thous.
3	Conflict among designing team members	Designer office	Insufficient flow of information among team members	Disturbed designing process	0-5%	50thous.-500thous.	Low	Response of a team leader to all form of conflicts - mediation in a team	15thous.
4	Too optimistic assessment of employee workload	Designer office	Approval of unrealistic deadlines for individual work	Delay of designing work	5-40%	50thous.-500thous.	Low	Proposing for employees to work overtime or ordering of part of work to another designing team	120thous.
5	Incorrect information from investorlack of clear guidelines	Investor	Design may be issued with duplicate error or detected error can generate timing constrains	Verification of errors will increase costs and increase time due to the development of the next revision of design	40-70%	2-5 milions	High	Application to investor for extension of time to complete a design due to additional circumstances	20thous.
6	Staff do not have sufficient knowledge about the subject of design	Designer office	Errors in design	Verification of errors will increase time due to the repeated checks of designing work	5-40%	2-5 milions	Medium	Designing team leader strengthens control over work, providing for employees consultation with an expert	65thous.
Time risk									
7	Acceptance of unrealistic deadlines in contract	Designer office	Faulty contractuel provisions	Deterioration of design quality of failure to meet the deadline	40-70%	2-5 milions	High	Employment of new employees or ordering part of work to another party during a contract	105thous.
Budget risk									
8	Underestimation of design budget	Investor	Budget may not be sufficient to carry out designing tasks	Deterioration of design quality	40-70%	2-5 milions	High	Limiting scope of design to necessary minimum	40thous.

Impact

What could possibly get in the way of this project succeeding and what can I do to prevent that?

What might someone who doesn't know as much as I do perceive as a problem and how can I show that it's not?

Impact
Risk