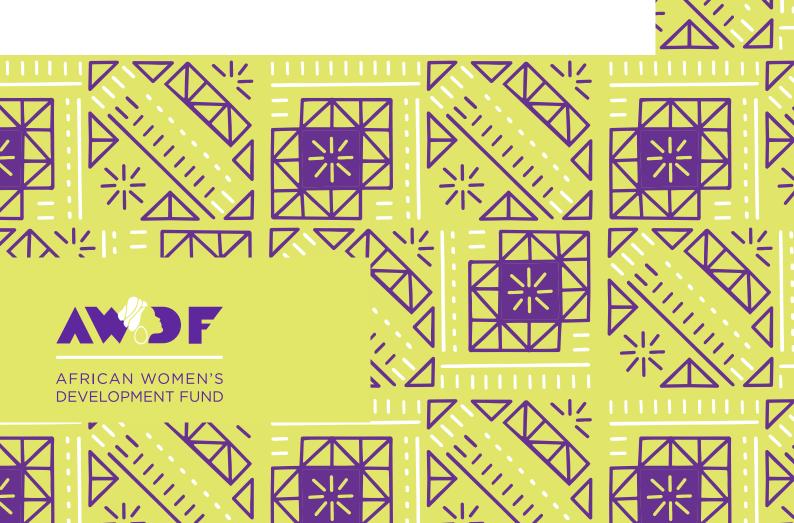


FOR COMMUNITY BASED AND SMALL WOMEN'S RIGHTS ORGANISATIONS IN AFRICA



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A note about the design

The patterns in this publication were hand-drawn and designed to be abstract representations of the handbook's key themes.

Foreword

The African Women's Development Fund (AWDF) was founded out of the need for African women to take greater leadership around the resources allocated to advancing rights and development on the African continent. In the almost two decades of our existence as a fund we aimed to provide the 'best quality' possible in resourcing to African women's organisations, paying attention both to the important work that they do to advance equality and justice, but also to the needs that these organisations have for support to adapt, manage the stresses created by political and economic crises and emergencies, and grow in scale and impact.

AWDF established **the Capacity Building Unit** in order to provide more holistic support for our grantee organisations. Through capacity building programming we make targeted investments in African women's organisations to allow them to reflect, scale up and build efficient systems as well as growing inspiring and accountable organisational cultures. As Hope Chigudu, feminist organisational development expert and long-time technical consultant to AWDF would put it- we invest to help nurture organisations with a soul. This kind of core investment can be hard to find - particularly for smaller African women's organisations - as much of the funding available for women's rights focuses on project-based investments. At AWDF we believe that in order to achieve impacts towards our collective mission of advancing our women's rights we also need to dedicate resources to help build the capacity of changemaker organisations.

Over the years AWDF has developed capacity building activities aimed at strengthening the ability of African women's organisations to raise the funds and leverage the resources needed to advance their game-changing work. This includes training to develop resource mobilisation strategies and, as a compliment, strengthening the skills to develop winning proposals and to report compellingly on the work that has been conducted.

The Proposal and Report Writing Manual was first developed based on the curriculum and discussions at an AWDF skills-building workshop held in Nairobi, Kenya in March 2011. The workshop was organised for smaller women's organisations and aimed at supporting their skills in proposal writing, reporting and documentation. The original version was co-produced by the 22 Kenyan grantees who participated in the workshop, the Facilitator Jane Kiragu, Rapporteur Kathambi Kinoti, and AWDF staff with lead editing from Nafi Chinery. It has been revised in 2017 with updated resources and guidance in line with the changing conventions around proposals and reports.

We hope that this document will continue to be useful for women's rights organisations. We welcome feedback on how you are using it!

Jessica Horn Director of Programmes, AWDF

¹ Chigudu, H. and Chigudu, R., 2015. **Strategies for Building an Organisation with a Soul**. African Institute for Integrated Responses to Violence Against Women and HIV/AIDS (AIR).

²The original workshop was held with support from Comic Relief, the MDG3 Fund of the Netherlands and the African Capacity Building Foundation. The current revision was produced with support from the African Capacity Building Foundation.

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About AWDF

The African Women's Development Fund is a grantmaking foundation that supports local, national, and regional and international women's organisations working towards the empowerment of African women, and the promotion and realisation of their rights. Over the past sixteen years, the African Women's Development Fund (AWDF) has blazed a trail for women's rights and philanthropy across the African continent. As the first pan-African women's grant-maker on the continent, AWDF has established itself as an innovative organisation at the cutting edge of social justice and women's rights philanthropy in Africa.

Vision, Missionand how we think we will get there...

The vision of AWDF is for women to live in a world where there is social justice, equality, and respect for women's human rights. To this end, our mission is to mobilise financial, human, and material resources to support African women and the work of the African women's movement, to advance women's rights and gender equality in Africa.

We believe that if women and women's organisations are empowered with skills, information, sustainable livelihoods, opportunities to fulfill their potential, plus the capacity and space to make transformatory choices, then we will have vibrant, healthy and inclusive communities.

AWDF's approach as a donor and a women's fund is based on an understanding that women's rights organisations need a range of types of resources in order to achieve the ultimate objectives for gender equality, women's leadership and community well-being. These include not only strengthening and increasing material and financial resources, but building and strengthening human as well as intellectual resources as necessary characteristics of a strong women's rights movement that is able to hold duty bearers accountable to their commitments.

Our Strategy: Shaping Africa's Future.

In 2017 AWDF launched its futures-focused strategic direction, *Shaping Africa's Future*. We commissioned an evidence-based *Futures*Trends Analysis, and then used both facts and imagination to generate four possible future scenarios for African women's rights. With these, AWDF crafted its forward-looking strategy which aims to *resource*, *amplify and sustain*African women's initiatives to shape the future of the continent in three thematic areas:

- 1. Body and Health Rights
- 2. Women's Economic Security and justice
- 3. Leadership, Participation and Peace



³ As part of the African Feminist Forum, a regional movement building initiative

Our Track Record

- By 2017, AWDF has awarded grants to over 1,300 women's organisations in 43 African countries and 2 in the Middle East.
- we have developed a holistic approach to grantmaking in Africa, grounded in feminist principles and responsive to the needs of African women's organisations and movements. Our leadership and contributions to women's rights have been recognised through international awards. We have been active in changing the narrative around African women's potential, promoting and amplifying analysis, documentation and grantee voices that show the reality of African women not as vulnerable victims but as change agents and leaders in all spheres.
- We have built both a physical Resource Centre at AWDF House in Accra, and <u>online repository</u> of African women's publications - the largest of its kind online to date.
- We continue to support feminist movement building as hosts of the ground-breaking regional <u>African Feminist Forum</u> - established in 2006. We have played a leading role in the development of an African agenda for philanthropy as cofounders of the <u>African Grant Makers Network</u> and through technical support to African women's funds and to new philanthropic initiatives
- We have worked on our own sustainability, establishing an Endowment Fund.



³ African Feminist Forum. 2010. The Feminist Organisational Development Tool: A tool to operationalise the Charter of Feminist Principles for African Feminists.

Abbreviations & Acronyms

AWDF African Women's Development Fund

CSO Civil Society Organisation



Glossary

Activity/process Report: Process reports that help an organisation track its outputs for use within and outside of the organisation.

Annual Report: Provide a yearly overview and holistic report of your organisation's achievements, accounts and reflections. Audience type varies.

Financial Report: Demonstrates an accounting for how money was spent, against what was planned in the budget.

Interim and Final Review Report: Lists outcomes and impact where applicable, along with challenges and lessons learned in implementing a specific project both during and at the con conclusion of the project.

Monitoring and Evaluation Report: Often these can be donor focussed and formatted based on criteria set out by the donor, and offer a report on impact and success and failures of projects.

Monthly Report: Generated for specific audiences and can be project-specific or organisational, typically including project summaries, accounting reports and impact data.

Narrative Progress Report: Monthly or quarterly reports that describe what activities were carried out, the output and outcomes. They include planned activities for the month or quarter.

Persuasive Writing: Presents reasons, justifications, and examples to convince or influence the reader, which requires the writer to state clearly an opinion and to provide reasons and specific examples that support the opinion.

Introduction

Funding support for women's organisations working to achieve gender equality is viewed as an important element in donor strategies for equity and empowering women. Women's organisations often have detailed knowledge of the social and cultural barriers to gender equality and empowering women, and can recognise and address the impact of gender inequalities at local and national levels. However, most of these organisations face real challenges in clearly and successfully articulating knowledge to donors relating to the barriers they face and the resources they need in order to attract the necessary funding to sustainably resource their work. Many women's organisations grapple with communicating impact and sufficiently highlighting best practices in compelling and engaging ways to attract donor interest, and often smaller groups are often unaware of the link between impact, donor engagement and resource mobilisation.

It is also a well-known fact, that rigid funding requirements by some donors make it difficult for small women's organisations to access their funding. Requirements such as project-based approaches which are usually intended to create efficient accountability, and tracking processes, end up creating insecurity for small CSOs and women's organisations. Unfortunately, this is the reality of the

current donor landscape and available funding for women's organisations - who often have to reframe and change themselves - to meet these donor driven standards and fit into this system. It is important for funding organisations like AWDF to support its grantees in developing innovative and alternative ways of mobilising resources to support their work and build understanding and knowledge of these systems in order to navigate them to accessing resources they need.

AWDF does not give organisations new grants when the organisation in question has an existing grant with AWDF. However, it is possible to submit an application for a new grant at the same time, especially when the existing grant agreement is nearing a close. AWDF will look at the new grant only when all contractual obligations of the past grant have been fulfilled.

As a grant-making and capacity-building foundation, one of our main objectives is to strengthen the organisational capacity of our grantees to operate. Therefore, AWDF has a **Capacity Building Unit** which organises, among other activities, skills-building, specialised workshops, and thematic convenings for grantees to share and strengthen their skills.







⁴ from AWDF. 2009. Voice, Power and Soul: Portraits of African Feminists (Volume 1).

What makes a Winning Proposal?

This section seeks to provide insight into components of good proposals, and how these are linked to implementing successful programmes. The funding proposal forms the basis of the relationship with a donor. It should not be hastily written, without careful thought and planning.

Reflection Before you begin, ask yourself the following: • Why are you writing the proposal? Who are you writing it for? How well do you know the donor? What are your strengths, weaknesses, opportunities and threats? • Can you contextualise your work, it's impact, objectives, and the process by which you will achieve these objectives?

The main purpose of a proposal is **PERSUASION**, not description.

Descriptive Sentence: The *Example Organisation* helps women become more financially successful.

Persuasive Sentence: The *Example Organisation* works as a counterforce against the patriarchy that has kept many African women from achieving financial success.

While you must describe the proposed project, you need to do so in a manner that convinces the donor that you deserve the thing you are requesting from them.

It is important to understand that different funding agencies differ in their interests, motivations and the funding type and amounts they give. This means that each funding proposal needs to be written specifically for the donor, and should not be a copy of previous proposals written for other donors.

Reflection

Think about the people/donors who will read your proposal and who you need to convince that you are the right organisation for these resources.

There is always a decision-maker who will make the final decision on whether to fund you or not. There may be a project officer that screens and makes an initial recommendation to a senior officer, and a technical expert who will assess the technical competence of the proposal and write a report to the decisionmaker.

Research: Know the Funder

Framing & Packaging

Invest adequate time in research and getting to know the donor.

A funding proposal is a "selling" process. When you sell something, you need to know what the prospective buyers want. Funders are "buyers" and they have an agenda (it is the reality and their reason for existing) so, it's best if you know what the donor agenda is and then use this to inform your proposal writing.

Some of the things funders look for in project proposals are:

- How the intervention will make an impact or difference;
- Ways it contributes towards acquiring knowledge, understanding and information;
- Specifics on knowledge sharing and the value added by your interventions;
- How it increases the donor influence in addressing what they consider the problems of the world, region, country or particular area you are focussing on.

The proposal and overall agenda need to be consistent with the funder's interest. The proposal must convince the funder that your project is likely to lead to a successful intervention as well as one that the donor can be proud to claim involvement in.

People identify with people! Your proposal must have a human face.

It should be engaging and not just a dry summary. Most funders want to see how their resources will be adding value. They may want you to specialise in testing certain hypotheses. Funders want well framed and packaged ideas. They receive large amounts of proposals and yours must STAND out. It should present exciting, innovative and refreshing ideas. You must present it in the right format as requested by the funder and ensure that it meets all criteria. Establishing a relationship and good rapport with the donor representative helps you to understand what they expect and meet the needs of their fund.

FIND OUT the following:

- Correct name, address, fax, email and title of person you must make contact with at the funding organisation. It gives a poor impression when you get these basic details wrong;
- Know the mission and goals of the funder and their areas of concern, interest and how these relate to your project and resource needs;
- The size of grants that the funder gives and the time period of the grant;
- Their decision-making process and how long it takes for a decision to be made;
- Whether there is a special format in which the request for funds needs to be presented.





You cannot hope to sell a project if you do not know yourself.

You cannot present a picture of your organisation as a "good risk with high impact." Funders are investing in development and thus they are looking for a good risk, with potential to demonstrate value for money and impact. You need to demonstrate why you are likely to make a difference, and how you are likely to sustain the intervention over time.

The first step to a successful grant application is to make a

strong link between your organisational mission and strategy, the specific project for which you are requesting funding and the donor needs. It is a mistake to fundraise by thinking "What can we get money for?" Rather than, "What intervention will allow us to achieve our overall mission, have the impact desired and ensure that we are sustainably resourced?"

SHOW your understanding of:

- Context and how this is reflected in your organisation's strategy;
- Identification of the problem which your project seeks to solve;
- Your objectives;
- The process you will undertake to achieve the outcomes and desired impact.

CONTEXTUALISE your project in a way that shows that the problem or opportunity being addressed by your project fits the funder's concerns and motivations.

DEMONSTRATE that tackling the problem is not only important, but that potential learning is likely to emerge that will inform the donor.

PROVIDE useful information that makes interesting background for the reader, and is not overwhelming and helps them to understand why you are the right specialists to address these challenges.

Set Clear Objectives

Building Process for Purpose

Starting with a set of objectives will help you to define your project clearly.

It will provide a framework for understanding what will be achieved by your organisation on receipt of funding.

THINK about: What you want to achieve, how do you want to achieve it, and who will be the main beneficiaries.

Objectives must be realistic and feasible. They will help you to clarify your goal and your strategy for achieving them and having the desired impact.

MUST HAVES

- Provide a benchmark against which the success of your project can be measured.
- Ensure objectives are compatible with your organisation's vision.
- Set short and long-term objectives.
- The more micro the project purpose, the easier it is to design a process of achieving it.
- Include specific targets e.g. how many female heads of households will improve their standard of living and by how much. These are indicators.

Often, organisations start by deciding activities then formulating objectives around those activities. This approach is likely to have minimal impact. It is important to be clear on the objectives first, and then let them inform the activities.

To achieve the purpose of your project and meet the objectives set you must take a step by step approach.

The more thought that goes into process and the designing of your project, the more the proposal is likely to be coherent, logical, appropriate and successful.



Reflection

Answer the following questions to build your process:

- What will you do?
- Where will you do this?
- How will you do it?
- What outputs will there be?
- When will the various activities and outputs happen?
- How will progress be monitored?
- How will the project be evaluated?
- What resources will be needed to carry out the activities?
- What impact will be felt?



Format

It is vital to comply with the donor's grant application format.

Specific formats differ, and you should find out what format the specific donor you are applying to requires before writing your proposal.

The proposal should have the following elements:

- Title page;
- Summary at the beginning of the proposal: What you hope to achieve, objectives and summary of envisaged process (1 page maximum);
- **Detailed content**: Describing project purpose, goals, objectives, context, specific and relevant opportunities, and/or problems upon which your organisation will intervene;
- Identify clearly who will directly or indirectly benefit from the intervention:
- **Elaborate the intended process**: It is important to demonstrate innovativeness;
- **Conclusion**: How you will handle the issues being outlined and why it should be you;
- Budget: May need to be basic or more detailed depending on donor and scale of grant;
- **Appendices**: These can contain technical and supportive information.

It is advantageous to link the project to local, regional, and global development processes. Some donors ask for grantees' community contribution. This could be listed as money, time, land, office space, and other resources that you may already have access too.



CASE STUDY:

Learning from Mistakes

During an AWDF workshop, participants divided into three groups to write a project proposal. This allowed participants to apply creativity and innovation into a proposal design drawing from earlier insights, and with the aim of increasing resources for the programme.

What they learned is shared here to enhance your proposal writing. The following gaps were highlighted and reflect common problems seen by AWDF and donors when assessing proposals.

What NOT 'To Do' List...

- Over-emphasis on activities without clear goals;
- Failure to demonstrate the link between project goals and organisational goals;
- Too many planned activities;
- Insufficient explanation of relevant national, regional, and international development goals. For instance, in a project whose goal is to educate women on the opportunities for participation in processes around the Kenya government's devolved funds, an explanation of what devolved funds are, what their goal is and how this is linked to addressing issues of women;
- Lack of clarity on the difference between goals and strategies;

- Lack of clear project time-frames.
- Insufficient background information about the organisation presenting the proposal.
- Inadequate or no information about project sustainability.
- Insufficient description of target group.
- Insufficient understanding of the difference between the problem statement and the justification. The justification should be about why the project is necessary and why the applying organisation is the best placed to address the problem as they propose to do so.

Reporting

AWDF's work over the years with grantees has revealed that some grantees are not telling their stories as clearly as they should.

There is a lot more happening in organisations in the field and communities, than what is being communicated to the donor and wider public. As women's rights organisations, there is a need to sit back and reflect on the stories behind the projects, and strategise internally around communicating these to different stakeholders and donors.

Reports come in different types and formats and are prepared for different stakeholder needs including: Donors, beneficiaries, governments, members and the organisation itself. The content of a report depends on its intended audience.

The following is a brief guide to report types and content:

Narrative Progress

Progress reports, are regular reports that describe what activities were carried out, the output and outcomes. They include planned activities for the month or quarter. Remember to include the stories in narrative form, videos, or pictures. This helps donors understand what their impact is, and also account to their own donors.

Interim and Final Review

Final reports list outcomes and impact where applicable, along with challenges and lessons learned

in implementing the project. It is important to keep the donor well-informed throughout the project. Do not wait for the end of the project to report on critical challenges or impediments.

Financial

Financial reports demonstrate an accounting for how money was spent, against what was planned in the budget. It can show strong financial management skill along with accountability and transparency on organisational expenditure.

Activity/Process

Activity reports are process reports that help an organisation track its outputs. These can be used internally and externally by an organisation.

Annual

Annual reports provide a yearly overview and holistic overview of your organisations achievements, accounts and reflections. These can be written for a variety of audiences, depending on the outcomes and objectives you need to communicate.

Monthly

Monthly reports are generated for specific audiences and can be project specific or organisationally wide. They can include project summaries, accounting reports and impact data.

Monitoring and Evaluation

Organisations follow different M&E procedures, but often these offer a report on impact, success and failures per project or programme.

Language Matters

The type of report being generated will determine its contents.

It is important to state your plans and show justifications for why the donor should invest in your organisation.

To be successful, a report must ensure that the persons for whom the report is intended are able to:

- Read it without unnecessary frustrations.
- Understand everything in it without excessive effort.
- Accept the facts, findings, conclusions and recommendations fluidly.
- Affirm why you need to take the action that requires funding.

Careful choice of words can enable you to convey many subtleties of meaning. Check that everything you write is factually accurate.

The facts should be capable of being verified. Moreover, arguments should be soundly based and your reasoning should be logical.

You should not write anything that will misinform, mislead, or unfairly persuade your readers.



I have learned to speak the truth to power both in the private and in the public arena and also to know that if women have to make a change, they also need to have resources including money. I advocate for the empowerment of women with skills and education and decision-making spaces as well as for funding women's' own ideas and spaces. I speak out with courage on issues that are important to African women and to the women's movement as a whole."

Musimbi Kanyoro | Kenya/United States of America



Keep it Objective

A report should be objective.

It should not be an essay reflecting personal emotions and opinions. Look at all sides of a problem with an open mind before stating your conclusions. Writing your report with an open mind will, in most cases, make your conclusions and recommendations more acceptable to your readers. The emphasis, therefore, should be on the factual material presented and the conclusions drawn, rather than on any personal beliefs, biases or prejudices.

Aim to keep your report concise. In doing this, do not mistake brevity for conciseness. A report may be brief because it omits important information.

A concise report, on the other hand, is short but still contains all the essential details. To ensure you do not include material which can safely be left out, you should not ask: 'Can this information be included?' Rather, you should ask: 'Is it necessary for this information to be included?'

Clarity And Consistency

Your report should be clear and consistent.

The best way to achieve clarity in your writing is to allow some time to elapse between the first draft and its revision. Try to leave it over the weekend, or at least overnight. If you are really under pressure and this is simply not possible, at least leave it over a lunch or coffee break. It is essential to have a period of time - no matter how short - when you can think of

other things. In this way, when you come back to the report, you can look at it with a degree of objectivity. Gaining a second pair of eyes, within or outside of your organisation will also help reach objectivity.

Keep It Simple

Aim for simplicity.

Usually, if your writing is selective, accurate, objective, concise, clear and consistent, it will also be as simple as it can be. You should guard against over-simplifying to the point of missing out information which the reader needs to fully understand what you are trying to say.

Write For Your Audience

You should keep your readers firmly in mind.

Keep asking yourself whether or not they will be able to follow the logic of your presentation. Avoid pointless words and phrases like basically, actually, undoubtedly, each and every one and during the course of our investigation – which keep cropping up in reports and yet add nothing to the message and can often be removed without changing the meaning or the tone of the statement. Try leaving them out of your writing. You will find your sentences survive, succeed and may even flourish without them.

CASE STUDY: Best Practices

GROOTS is a network of groups and organizations in Kenya that is passionate about finding solutions for women living in poor communities and has brought to the surface the diverse and common experiences of women.

They believe in building movements of people and organisations. Some of these are self-help groups that get donor, NGO, or government support while others generate their own income through member contributions, or income-generating activities.

GROOTS brings all these diverse groups of people together for two reasons:

- The sum effect of the resources invested in disparate interventions is limited. If individuals and groups can band together to form a collective voice, then they can have a significant impact on legislative and policy reform.
- 2. To eliminate duplication of efforts and build teamwork towards a mutually agreed destination.

GROOTS' basis of movement-building work is to enable women, and communities to influence governance structures and systems. In 2009 they produced a **documentary** to surface the leadership of the women they work with and track their gains over the 15 years that the organisation has been in existence. This process of thorough

documentation helped women reflect on 15 years of consistent development work, and helped them realise the magnitude of what they had achieved. Some women who had started out as home-based carers were now community leaders and even chiefs.

Lessons from GROOTS:

- They gained recognition in the community and even advised the government on how to strengthen health care policies for people living with HIV/AIDS, and on land policies that ensured that women's rights are respected.
- They decided that the women they work with should never meet under trees, borrow church halls, or other community spaces. Realising the power of a physical space where women could meet, and could interact with authority figures on their own terms, they obtained land from the government, and with the support of AWDF, constructed functional meeting places.
- The GROOTS model encourages women to visualise themselves differently, as having the ability to change their status quo. The home-based carers have developed from providing welfare to challenging norms that restrict women's rights.
- GROOTS has demonstrated that movement building works, when power is built from the bottom up, and this is a model other women's rights organisations should replicate.

More AWDF Tips for Success

AWDF have garnered lessons from reviewing grantee reports over the years and we want to share them with you as tips to strengthen your report writing:

- View the report as a fundraising tool the report helps the donor decide whether or not to fund the organisation again.
- Do not be afraid to speak about challenges

 with reflections on what you have learned
 as a result of them. A challenge is always an opportunity.
- Clearly link activities with outcomes make a clear link between the work you are undertaking and what you are trying to achieve.
- Do not underestimate exceptional successes.
- Include lessons learned; donors recognise that change is complex, and want to invest in organisations that are thinking, reflecting and constantly improving on their approaches.
- Demonstrate impact a short-term project will not have immediate impact, so it is alright to demonstrate that it is contributing towards a goal, and give examples.
- Collect verbatim quotes from community members where possible. These are useful to demonstrate shifts in attitudes, need or behavior.



In Closing...

We hope the above information supports you in developing strong and successful proposals for grant makers.

Remember to always...

- 1. Keep the donor informed about what is going on within the organisation by sharing your annual report. Let them also know about work being carried out that they have not funded. This gives the donor a good understanding of your organisation when they are approached for funding. It also lets them get a good sense of the quality and impact of your organisation's work.
- **2. Send the report to the right person** within the donor organisation.
- **3.** It is important to have a file for each donor in which you file all communication between your organisation and the donor.
- **4. Do not insert activity reports** (e.g. workshop materials) into the final report. These should be added as appendices.
- Final reports should be a synthesis that discusses the output and effects of the intervention.

Proposal writing requires some relevant knowledge and careful planning to be able to produce a winning proposal. It is therefore very important for women rights organisations to have build and strengthen these requisite skills that will enable them in their quest for funds. This Manual covers the essential knowledge and recommended steps to be taken in writing a winning proposal.

AWDF is seeking to shape Africa's future through grant making and relevant capacity building support to Women Rights Organisations. For more updates and information on AWDF grant making and capacity building support, go to the AWDF website and visit our online resources and other practical guides at awdflibrary.org.



Recommended Resources

Reporting, Monitoring and Evaluation

Reeling, Doug. (2007).

"A Three-fold Theory of Social Change and Implications for Practice, Planning, Monitoring and Evaluation"

Center for Developmental Practice.

Association for Women's Rights and Development. **Monitoring and Evaluation Wiki**.

Soal, Sue and Doug Reeler,

"Approaching Evaluation Developmentally."

Barefoot Guide.

As African feminists and as human rights activists we face many intersecting challenges. The impoverishment of women concerns us all and we must intensify our mobilisation in order to take part in the search for solutions. In the same way as equal rights and the fight against patriarchy, economic and social rights are today an important part of our strategies to fight for social justice. We need to keep engaging young people and addressing the apathy that some have. The rise of fundamentalism makes it imperative for us to intensify our mobilising and the struggle to preserve our rights and bridge the gaps between rich and poor. In confronting these challenges we need to keep mobilising women, both young and old, but also to provide training and mentoring to ensure that activists know the issues and are supported as they confront institutions of power"5 Aminata Dieye | Senegal

