

Network Strengthening Program



Module Objectives

To help your network respond to the following questions:

- Who is our audience?
- Who are our stakeholders?
- How does our network communicate its uniqueness and value?
- What are the success factors in writing a proposal?



Net-map #1

- **NOTE to facilitator – place one challenge question from the net-mapping session here and place a photo of the map to the right as is shown in the example.**





Net-map #2

- **NOTE to facilitator – there should be as many slides as there were net-maps.**

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Exercise: Stakeholder Analysis

1. In plenary, list MANASO's primary stakeholders by category, including donors, members, and other interested parties (e.g. government).
2. Prioritize MANASO's most important stakeholders. Divide into small groups, with each group considering two stakeholders in a single category.
3. In small groups, work together to complete *Handout 6.2* for your two stakeholders.
4. In plenary, discuss your group's work.

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Exercise: Facilitating Member Communications

1. In plenary, brainstorm ways MANASO can facilitate communications between and among members.
2. In small groups, choose one idea and discuss how it can be operationalized. What would it look like, who would do it, and what investment (human and financial) would it require? What would be reasonable to implement in the short term (6 months)?
3. Pair up with a participant from another table. Each partner should share the idea their table chose and how it could be operationalized.
4. Report out in plenary the most promising ideas that are realistically achievable in the short term.

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Exercise: Value Propositions

1. In small groups, develop value propositions for each of the two stakeholders you worked on at your table in the previous exercise.
2. In plenary, report out on your opening statement, examples, and results. How could these be improved?
3. After refining your value propositions, partner with a participant from another table and share your value propositions with each other.
4. In plenary, discuss which value proposition was most compelling and why. Identify specific instances in which you might use the propositions developed, keeping the audience in mind.

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Intelligence Gathering

- **Scan:** Ensure you are aware of the wide range of funders in the public and private sector. Monitor trends in the field, such as technical areas that are priorities for funders *and* aligned with your mission and vision.
- **Focus:** Look at competitors and compare MANASO's relative strengths and weaknesses.
- **Track:** Identify 2-3 priority funders that align with MANASO's mission and capabilities, and track their strategic directions.

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Manage the Proposal Process: The Team

In a proposal team, there should be at least two people:

- One person to develop the technical approach
- A second person (accountant or finance officer) to create the budget

The roles below should be covered by the proposal team. One person may have more than one role.

- Proposal Manager
- Finance Officer
- Technical/Program Expert
- Staff Expert
- Writer
- Reviewer

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Manage the Proposal Process: The Calendar

- Include key deadlines, making sure to leave enough time for review.
- Work backwards from the submission deadline to set all the deadlines.
- The Proposal Manager should update the calendar and ensure all proposal team members have access to it.
- Build in extra time to allow for a cushion in case any deadline is missed.

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Manage the Proposal Process: The Review

- Identify proposal reviewers who are not part of the proposal development team. If possible, have one reviewer from the network and a second who is *not* from the network.
- Reviewers should be given the original solicitation so they can review the requirements.
- Make sure the reviewers use a checklist to ensure that the proposal adheres to all the funder's requirements.

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The Technical Approach

Your technical strategy should:

- Describe what MANASO will do to address the identified challenges/problems.
- Be concise and realistic, only including what MANASO can feasibly deliver.
- Identify the geographic scope and target population.
- Include a goal that explains what MANASO expects to see achieved by the end of project implementation.

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SMART Indicators

- **Specific:** The indicator is written clearly and easy to understand. The desired result can be measured by a number, percentage, proportion, or frequency.
- **Measureable:** You can use the indicator to measure progress and evaluate results. The indicator includes terms that are measureable.
- **Appropriate:** The indicator is relevant to and appropriate for the project's scope of work.
- **Realistic:** Achieving the desired result is feasible for your organization, given the timeframe for implementation and resources available. Meeting the desired result is largely within your organization's control.
- **Time-bound:** The indicator delineates a clear time period for achieving the desired result.

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Write a Capability Statement

Your capability statement should have five distinct sections:

- Core competencies of staff that are aligned with what is requested in the solicitation
- Past performance
- Differentiators
- Performance data
- Contact information

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Develop a Cost Proposal

Careful cost proposal preparation means:

- Being realistic about the amount of time you/your staff will need in order to implement the project.
- Being realistic about the direct costs you will incur in implementing the project.
- Allocating indirect costs.
- Evaluating the risks.

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Proposals for MANASO to Mobilize Resources

Review the goals for the desired funding mix and reserves level you set earlier for MANASO.

1. Following the World Café process, you will be given a piece of paper with three numbers on it, corresponding to the three tables in the room. You will have 15-20 minutes to discuss each of the questions below at your designated table:
 - What actions must MANASO take to address financial gaps and diversify **restricted funding**?
 - What actions must MANASO take to address financial gaps and diversify **unrestricted funding**?
 - Who will be responsible for carrying out each of these actions?
2. Report out in plenary.

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Short and Long Term Action Plans

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