

Validated Competencies and Skills

Grant Professionals Certification Institute

Table 8: Validated Competencies and Skills, IIRP, 2006

01. Knowledge of how to research, identify, and match funding resources to meet specific needs
 01. Identify major trends in public funding and public policy.
 02. Identify major trends in private grant funding.
 03. Identify methods of locating funding sources.
 04. Identify techniques to learn about specific funders.
 05. Identify methods for maintaining, tracking, and updating information on potential funders.
 06. Identify effects of applicants' organizational cultures, values, decision-making processes, and norms on the pursuit of grant opportunities.
 07. Identify fundable programs and projects for specific organizations.
 08. Determine best matches between funders and specific programs.
 09. Interpret grant application request for proposal (RFP) guidelines and requirements to accurately assess funder intent.
02. Knowledge of organizational development as it pertains to grant seeking
 01. Identify methods for coordinating organizations' grants development with various available funding streams.
 02. Assess organizations' capacity for grant seeking.
 03. Assess organizations' readiness to obtain funding for and implement specific projects.
 04. Identify methods for assisting organizations to implement practices that advance grant readiness.
 05. Identify values, purposes, and goals of fund-seeking entities' overall strategic plans in the grants process.
 06. Identify methods of conducting mission-focused planning and needs assessments with applicant organizations.
 07. Identify strategies and procedures for obtaining internal institutional support and approval of decision-makers for grant-seeking activities.
 08. Identify appropriate methods of working with local, state, and federal agencies and stakeholders to support grant seeking.
 09. Identify practices of grant seeking that are outside the boundaries of applicable laws and regulations.

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03. Knowledge of strategies for effective program and project design and development
 01. Identify methods of soliciting and incorporating meaningful substantive input and contributions by stakeholders, including client groups, beginning with the development of a new concept or program.
 02. Identify methods of building partnerships and facilitating collaborations among applicants.
 03. Identify strategies for educating grant applicants about financial and programmatic accountability to comply with funder requirements.
 04. Identify structures, values, and applications of logic models as they relate to elements of project design.
 05. Identify appropriate definitions of and interrelationships among elements of project design (e.g., project goals, objectives, activities, evaluation).
 06. Identify design and development decisions that are data-based (e.g., descriptive, qualitative, environmental, statistical).
 07. Identify existing community resources that aid in developing programs and projects.
 08. Identify effects of accurate and defensible evaluation designs in program and project success and sustainability.

04. Knowledge of how to craft, construct, and submit an effective grant application
 01. Interpret grant application request for proposal (RFP) guidelines and requirements (e.g., abstracts and summaries, problem statements and needs assessments, introductions of organizations and capability statements, references and past performance requirements, timelines, narrative formats, budget formats, standard forms and assurances, scoring rubrics) to ensure high quality responses.
 02. Identify elements of standard grant proposal applications (e.g., needs assessments and statements, project objectives, project designs and methods, project narratives, activities, action plans, timelines, project evaluations, budgets, dissemination plans, future funding or sustainability statements, appendices, attachments).
 03. Identify work strategies for submitting high-quality proposals on time.
 04. Identify accurate and appropriate data sources to support proposal narratives.
 05. Identify appropriate, sequential, consistent, and logical presentations of grant-narrative elements and ideas among or within proposal components.
 06. Identify proposal-writing approaches, styles, tones, and formats appropriate for proposing organizations and various audiences.
 07. Identify appropriate and accurate uses of visuals to highlight information.
 08. Identify effective practices for developing realistic, accurate line-item and narrative budgets and for expressing the relationship between line-items and project activities in the budget narrative.
 09. Identify sources of in-kind matches for project budgets.
 10. Identify factors that limit how budgets should be written (e.g., matching requirements, supplanting issues, indirect costs, prevailing rates, performance-based fees, client fees, collective bargaining, allowable versus non-allowable costs).
 11. Identify evaluation models and components appropriate to grant applications.

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12. Identify methods for submitting proposals electronically.
05. Knowledge of post-award grant management practices sufficient to inform effective grant design and development
 01. Identify standard elements of regulatory compliance.
 02. Identify effective practices for key functions of grant management.
 03. Differentiate roles and responsibilities of project and management staff and other key principals affiliated with grant projects.
 04. Identify methods of establishing transitions to post-award implementation that fulfill project applications (e.g., document transfer, accuracy in post-award fiscal and activity reporting).
06. Knowledge of nationally recognized standards of ethical practice by grants professionals
 01. Identify characteristics of business relationships that result in conflicts of interest or give the appearance of conflicts of interest.
 02. Identify circumstances that mislead stakeholders, have an appearance of impropriety, profit stakeholders other than the intended beneficiaries, and appear self-serving.
 03. Identify effects of choices that foster or suppress cultural diversity and pluralistic values.
 04. Distinguish between truthful and untruthful, and accurate and inaccurate representations in grant development, including research and writing.
 05. Identify issues, effects, and countermeasures pertinent to grant Professionals' individual heritages, backgrounds, knowledge and experiences as they may affect the grant development process.
 06. Identify funding sources that may present conflicts of interest for specific grant seekers and applicants.
 07. Identify issues and practices pertinent to communicating information that may be considered privileged, proprietary, and confidential.
 08. Identify unethical and illegal expenditures in a budget.
 09. Distinguish between ethical and unethical methods of payment for the grant-development process.
 10. Distinguish between ethical and unethical commitment, performance, and reporting of activities funded by a grant.
07. Knowledge of practices and services that raise the level of professionalism of grant Professionals
 01. Identify advantages of participating in continuing education and various grant review processes.
 02. Identify advantages of participating in professional organizations that offer grant Professionals growth opportunities and advance the profession.
 03. Identify how grants Professionals' networks (e.g., mailing list servers, community alliances) enhance individuals' professional growth and advance the profession.

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- 04. Identify strategies that grant Professionals use in building social capital to benefit their communities and society at large.

- 08. Knowledge of methods and strategies that cultivate and maintain relationships between fund-seeking and recipient organizations and funders
 - 01. Identify characteristics of mutually beneficial relationships between fund seekers and funders.
 - 02. Identify strategies to determine funder-relation approaches that suit fund-seeking entities' missions, cultures, and values.
 - 03. Identify methods to help fund-seeking organizations create effective collaborations with other organizations appropriate to funders' missions and goals.
 - 04. Identify methods of relationship cultivation, communication, recognition, and stewardship that might appeal to specific funders.

- 09. Ability to write a convincing case for funding
 - 01. Follow guidelines.
 - 02. Use conventions of standard written English.
 - 03. Organize ideas appropriately.
 - 04. Convey ideas clearly.
 - 05. Make a persuasive argument.