

**Validated Competencies and Skills
Grant Professionals Certification Institute**

Competency #1: 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 fundable programs and projects for specific organization
07. Determine best matches between funders and specific programs
08. Interpret grant application request for proposal (RFP) guidelines and requirements to accurately assess funder intent

Competency #2: Knowledge of organizational development as it pertains to grant seeking

01. Assess organizations' capacity for grant seeking
02. Assess organizations' readiness to obtain funding to implement specific projects
03. Identify methods for assisting organizations to implement practices that advance grant readiness
04. Identify values, mission, and goals of your organization's overall strategic plan as it relates to the grant process/grant seeking
05. Identify methods of accessing and/or conducting mission-focused planning and needs assessments with applicant organizations
06. Identify strategies and procedures for obtaining internal institutional support and approval of decision-makers for grant-seeking activities
07. Identify effects of applicants' organizational cultures, values, decision-making processes, and norms on the pursuit of grant opportunities
08. Identify best practices in grant seeking that match organization's needs with potential funding opportunities

Competency #3: 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
02. Identify methods of building partnerships and facilitating collaborations among co-applicants
03. Identify strategies for educating key personnel 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 used to create the program/project 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
09. Identify any cultural competency or cultural diversity issues within the organization or project that will impact the design and/or grant development process



Competency #4: Knowledge of how to craft, construct, and submit an effective grant application

01. Identify elements of a standard grant proposal application
02. Interpret grant application request for proposal (RFP) guidelines and requirements to ensure high quality responses
03. Identify project management strategies for submitting high-quality and complete proposals on time
04. Identify and cite 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 cash, in-kind, and/or leveraged matches for project budgets
10. Identify factors that limit how budgets are written (e.g., matching requirements, supplanting issues, indirect costs, prevailing rates, performance-based fees, client fees, collective bargaining, allowable versus non-allowable cost)
11. Identify evaluation models and components appropriate to grant applications
12. Identify methods for submitting proposals electronically and in hard-copy format
13. Identify process to effectively register and maintain organization in SAM, DUNS, and grants.gov

Competency #5: Knowledge of post-award grant management practices sufficient to inform effective grant design and development

01. Identify standard elements of compliance
02. Identify effective practices for key functions of grant management
03. Differentiate roles and responsibilities of project and management staff and other key personnel 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)
05. Identify appropriate records retention for completed grant awards

Competency #6: Knowledge of nationally recognized standards of ethical practice by grant developers

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. Distinguish between truthful and untruthful, and accurate and inaccurate representations in grant development, including research and writing
04. Identify funding sources that may present conflicts of interest for specific grant seekers and applicants
05. Identify issues and practices pertinent to communicating information that may be considered privileged, proprietary, and confidential
06. Identify unethical and illegal expenditures in a budget
07. Distinguish between ethical and unethical methods of payment for the grant-development process
08. Distinguish between ethical and unethical commitment, performance, and reporting of activities funded by a grant



Competency #7: Knowledge of practices and services that raise the level of professionalism of grant developers

01. Identify advantages of participating in continuing education and various grant review processes
02. Identify advantages of participating in professional organizations that offer grant developers growth opportunities and advance the profession
03. Identify strategies that grant developers use in building social capital to benefit their communities and society at large

Competency #8: 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 seeker and funders
02. Identify strategies to determine funder-relation approaches that suit fund-seeking entities' missions, cultures, and values
03. Identify methods of relationship cultivation, communication, recognition, and stewardship that might appeal to specific funders
04. Identify methods for collaborative efforts among the grant manager, program manager, and support staff during funder site visits and site evaluations

Competency #9: Ability to write a convincing case for funding

01. Make a persuasive argument
02. Organize ideas appropriately
03. Convey ideas clearly
04. Use conventions of standard written English
05. Use information provided
06. Follow formatting guidelines