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Grants and Resources for Sustainability
PREMIUM



**Sample Proposal Templates that can
Succeed!**

Proposals are an essential tool to convince donors to support your organization. Writing high quality proposals that are persuasive will help you get continued funding from both old and new donors.

It is very important for you to choose a professional proposal template for your proposal, so as to impress the donors and get the required support from them. Here we bring to you, professional project templates that are going to help you reach one step closer to winning the grant. Most often the donor will provide you with a proposal template, if however, the donor has not provided one, you can choose from the 3 proposal templates that we have shared in this guide.

The guide has three sections.

- Section 1: Elements of a good proposal
- Section 2: Project Templates
- Section 3: Sample Proposal

Section 1: Elements of a good proposal

For a proposal to be successful it needs to have certain sections that are complete in all respects. In this section we will understand about the most important elements of a proposal.

1. Cover Page: A cover page is sometimes also referred to as the title page and as the name indicates, it is the first page that introduces the document to the reader. The title page provides the reader with the basic information regarding the content of the document (in this case the proposal). When drafting the proposal, enough attention should be given to prepare the cover page, as it is the first thing that the donor will see and a nicely prepared cover page may help in creating interest. The cover page should:

- Be attractive
- Be professional and formal
- Provide information about the proposal
- Not be over cluttered
- Use official fonts and color scheme
- Use an image that is synchronized with your project and organization

The cover page should capture the essence of the project proposal and should immediately catch the attention of the reader. Most experts suggest including the following information in the cover page:

- Title of the Project
- Organization Name and Logo
- Name of the donor
- Complete contact details of the organization (Address, Website, Email)
- Submission date
- Relevant Image (Optional)

2. Table of Content: The table of content goes after the cover page and provides the reader an organized list of the various sections and subsections of the proposal. The reader gets a

clear idea of the way you have organized the proposal and they can move to the sections that are most relevant to them. Things to consider while you make the table of content are:

- Use a simple format
- Lists all the sections
- Page numbers are correct
- The title and headings match in the text

3. Executive Summary: Executive summary is considered to be the most valuable and important part of the proposal. The primary purpose of the executive summary is to create interest about your proposal and help in convincing the donor that your proposal needs funds. In simple terms it helps you sell your project. Things to consider while writing the executive summary:

- Should analyze important points relating to the problem, the solution, the uniqueness of the proposal and the reason your organization is suitable to carry out such a project.
- It addresses the **Why, How, and What** of the proposal.
- Restrict the length to one page which is approximately 300-500 words.
- Captures the attention of the donor and excites them to read the entire proposal.
- Important parts of the executive summary:
 - Opener/Problem (1-2 paragraphs): Focus on the issue, challenge and the need. Include some research to demonstrate that you understand the problem.
 - Solution (1-2 paragraphs): State the solution that you propose to solve the problem. Mention about the strategy, the possible impact, how many people will benefit from the program, how/where it will operate etc.
 - Funding Requirement (1 paragraph): Explanation of estimated amount required for project.

- Organization and Expertise (1 paragraph): Talk about your organization and strengths. Emphasize on how your organization is the best to implement the project successfully.
- Questions that the Executive Summary should address:
 - Why is the project important?
 - What is the problem that you are addressing?
 - How do you intend to resolve the problem?
 - What is the total budget and duration for the proposed project?
 - What is your expertise?
 - What is the grant amount being requested?
- Tips for writing an excellent executive summary are as follows:
 - Be concise and clear
 - Don't use jargons and overly technical language
 - Focus on the benefits of the project
 - Use the right tone
 - Do not include too much data
 - Make it exciting
 - Don't make it too long

4. Problem Statement: This is an important section of the proposal as it presents the argument of why your project needs funding. It describes the issues and problems that a particular community faces and how your organization would address the given problem. The primary purpose of this section of the proposal is to convince the donor that your project is important and the problem that you intend to solve is real. At the same time it should also make the donor hopeful, that his support can help in addressing the problem and practical solutions exist to reduce the issue.

While writing this section of the proposal it is critical that you quote facts and figures as evidence to your problem. These facts can be from data that your organization has collected or can be from research articles or government reports. Along with stating data to justify

the project, you should also mention about why your organization is suitable to carry out the project (mention about similar projects that you have implemented). The problem statement should answer the 5 Ws (Who, What, Where, When and Why):

- What is the problem that you intend to solve? What is the impact that it is creating? What will happen if the problem remains unsolved?
- Who are the people/communities that the problem affects?
- When did the problem/issue become so critical?
- Where is the issue occurring?
- Why is it important that we fix the problem?

5. Project Description: This is the main narrative of your project and provides the reader with all the necessary information of the project. This section of the proposal will have important elements of the proposal and will describe the project goal, objectives, methodology, impacts, etc. to the reader. We will be describing the various components of the project description below:

5.1. Goal: Goal is a broad statement that defines what you plan to do in a project. The goal basically defines the purpose of the proposal by giving an idea to the reader of what problem your organization intends to address. As the goal of the proposal shows the reader your intention towards solving a particular problem it should be linked with the problem statement. The following tips will help you to frame a quality goal:

- Avoid vagueness
- Link the Goal with the problem statement
- Goal should be consistent with your organizations mission and vision statement
- Use simple language to write a goal
- Keep only one goal for a proposal

5.2. Objective: Once you have a logical and well reasoned goal, you have to frame three/four objectives that would help you in achieving the particular goal. Objectives

are detailed statements describing the ways through which you intend to achieve the goal. Consider the following while framing the objective of your proposal: Objectives should address the 5 Ws: (Why, What, When, Where, Who?)

- Objectives should support the goal: it is very important that each of your objectives contributes and supports in achieving the goal.
- Objectives should follow a logical order.
- Frame SMART objectives: SMART mean objectives that are Specific, Measurable, Achievable, Realistic, and Time – bound.
- Use action verbs while drafting objectives: Use active verbs like create, identify, promote, enhance, increase, and develop etc.
- Keep 3-4 objectives: Most experts recommend keeping three to four objectives in a proposal.

5.3. Project Activities: These refer to the smallest identifiable and measurable pieces of work planned for successful completion of the project. Defining the activities help the project staff to understand what actions to do and at what time. Every activity is associated with a definite interim goal or objective. The project activities will describe how each of your objectives will be achieved. Key questions that this section should answer:

- What are the specific tasks?
- Who is responsible for each task?
- What resources are needed?
- When will these activities occur and over what time period?
- Are there other organizations in your community serving a similar audience?

5.4. Staffing and Administration: This section talks about project management aspects. Here, you mention about the implementation staff, the implementation schedule and other related stuff. You can describe the people who will be hired as part of the

project along with their respective roles. Some of the points that can be considered while writing this section:

- Mention about the number of people to be hired for the project
- Mention about each role
- Describe qualifications for each role

5.5. Project Results: Project proposals should explain the expected results that will be achieved by the project. Project results can be divided into three types:

- **Outputs:** These are immediate results obtained after implementing an activity. **E.g. No. of hand pumps installed.**
- **Outcomes:** Outcomes are the mid-term results which are not observed immediately but are felt after some time. **E.g. Improvement in water availability.**
- **Impact:** Impact is usually a long-term result and is usually not achieved during the life cycle of the project. **E.g. Reduced Water Stress in villages**

5.6. Project Timeline: The project timeline indicates when the various activities and processes will be carried out during the course of the project duration. The primary purpose of the timeline is to help the project staff to carry out the various activities in a timely and smooth manner. Some ways to write the timeline are:

- Use a simple format (Table, Gant Chart)
- Set realistic deadlines
- Allow some buffer time

5.7. Monitoring and Evaluation: This section discusses about the proposed mechanisms and procedures for monitoring the project activities so that one can ensure that all activities occur as planned. You should have a well defined plan to monitor your project activities and also to evaluate the success of the project. Monitoring allows the project team to keep a check on the progress, while evaluation helps the team to

appraise data and improve project implementation in future. While working on the evaluation plan the following questions should be addressed:

- How will success be measured?
- What do you consider success to be?
- How will the result be measured?
- What methods will be used to assess results?
- Who will conduct the evaluation and when?

5.8. Risk and Assumption: This section of the proposal describes the external factors that may impact the success of the project. Identifying the risks and assumptions will help you not only in developing a stronger proposal but will also show the donor that you have a good understanding of external and internal factors. Also by thoroughly analyzing these, you will be in a better position to mitigate the risks and reduce the chances of project failure. While assessing the risks and assumptions you should look at :

- Political Willingness
- Resource Availability
- Climatic Conditions
- Accessibility
- Support of government
- Internal organization issues (Experts, trainers and staff)

5.9. Sustainability: To sustain the impacts of any community based project it is essential that suitable linkages are developed with the local community, government department and all relevant stakeholders. You should clearly spell out the sustainability measures in your project, so that the donor is convinced that the project will sustain itself even after the funding ends. While describing the sustainability section you should mention about the following:

- **Participation:** Describe how the project ensures ownership and participation throughout the planning, implementation and monitoring and evaluation phases of the project.
- **Support from authorities:** Explain about linkages that will be developed with local authorities, government departments that will help in long term sustenance of the project.
- **Sustainability of the project:** Describe the measures that will be taken to help ensure that the project activities will continue or that the project will have a lasting impact after the funding ends.

5.10. Communication: An important aspect of the project is the communication plan that will be used to disseminate the project results and key project learning. Your project proposal should mention about how you would ensure that the project results are shared with relevant stakeholders and target groups. Here you can mention about the following:

- Use of Social Media
- Type of reports that will be published
- Field manuals and training booklets
- Workshops for sharing project results
- Best practices
- Case studies

6. Budget: Often, the most difficult part of a proposal is budgeting. While developing the budget involve one of your finance team members and project team members to sit together and work on a tentative budget. Give this team a brief overview of what all you want to do in the project so that have an idea to work out the costs. Your budget should be divided into categories such as salaries, fringe benefits, travel, supplies, and equipment.

7. Organization Profile: NGO profile is an important document that tells about the NGO, where it has come from, and where it is heading to, who all are guiding it and who all are impacted by its action. A profile provides important information about your organization to the donor.

- Organization Name
- Established date
- Registration details
- Contact Details
- Aim and Objectives
- History
- Track record of experience
- Organization Structure
- Awards
- Certifications

8. Annexure: Annexure is the additional information that you wish to submit to the donor. All additional documents and reports should be submitted as appendix and should not be part of the main body of the proposal. Points to consider when preparing the annexure are as follows:

- All documents should be properly numbered
- Only the most relevant documents should be submitted
- The following documents can be annexed
 - CV of project team
 - Evidence of nonprofit status of your organization
 - Research reports/data to support your problem statement
 - Relevant experience of the NGO

Section 2: Sample Proposal Templates

There can be several templates that could be used for preparing the proposal. The template you chose for your proposal will depend on the following:

- Donor Requirement: This is the most important factor that decides the template you chose. A donor usually provides a template for submitting your application, in case they have not, you can go through the application procedure to understand the donor expectations and accordingly select a template.
- Technicality of the proposal: If the proposal is too technical you should go for a template that has several sections and subsections.
- Funding Volume: When applying for a large fund, the project template you select should be comprehensive and should cover all the details of the project. If, the grant size is small go for a simple and short proposal template.
- Time for preparing the proposal: When preparing a proposal in a short time then select a simple template and if you have time then go for a detailed proposal template.

No matter which project template you chose, you will have to include key elements like Executive Summary, Project Goals and Objectives, Activities and Budget in the proposal.

Here we have three proposal templates that can be used for writing quality proposals.

- Detailed Proposal Template
- Intermediate Proposal Template
- Short Proposal Template

1. Detailed Proposal Template: Such a proposal will be approximately 25- 30 pages long and will cover all the elements we have discussed in the section above. Such a template is generally selected when preparing large projects.

Detailed Proposal Template

1. Cover Page
2. Table of Content
3. Executive Summary
4. Introduction
5. Problem Statement
 - 5.1. Problem Analysis
 - 5.2. Beneficiary Profile
 - 5.3. Resource Assessment
6. Project Description
 - 6.1. Goal
 - 6.2. Objectives
 - 6.3. Project Strategy
 - 6.3.1. Key Approaches
 - 6.3.2. Activities
 - 6.4. Project Results
 - 6.4.1. Outputs
 - 6.4.2. Outcomes
 - 6.4.3. Impact
 - 6.5. Project Management
 - 6.6. Timeline
 - 6.7. Monitoring and Evaluation
 - 6.8. Risk and Assumptions
 - 6.9. Sustainability
 - 6.10. Communication
7. Budget
 - 7.1. Budget Narrative
 - 7.2. Detailed Budget
 - 7.3. Budget Summary
8. Organization Profile
9. Annexure

2. Intermediate Proposal Template: Such a proposal will have a length of approximately 15 to 20 pages. Such a template will also include all the key elements of a proposal but will not be as detailed as the detailed template 1.

Intermediate Proposal Template

1. Cover Page
2. Table of Content
3. Executive Summary
4. Problem Statement
5. Project Description
 - 5.1. Goal
 - 5.2. Objectives
 - 5.3. Project Activities
 - 5.4. Project Results
 - 5.5. Timeline
 - 5.6. Monitoring and Evaluation
 - 5.7. Risk and Assumptions
 - 5.8. Sustainability
 - 5.9. Project Management
6. Budget
 - 6.1. Budget Narrative
 - 6.2. Detailed Budget
7. Organization Profile
8. Annexure

3. Short Proposal Template: Such a template is used when applying for a small fund and the length of the proposal varies between 8 to 12 pages. Such a template includes only few important elements of the proposal.

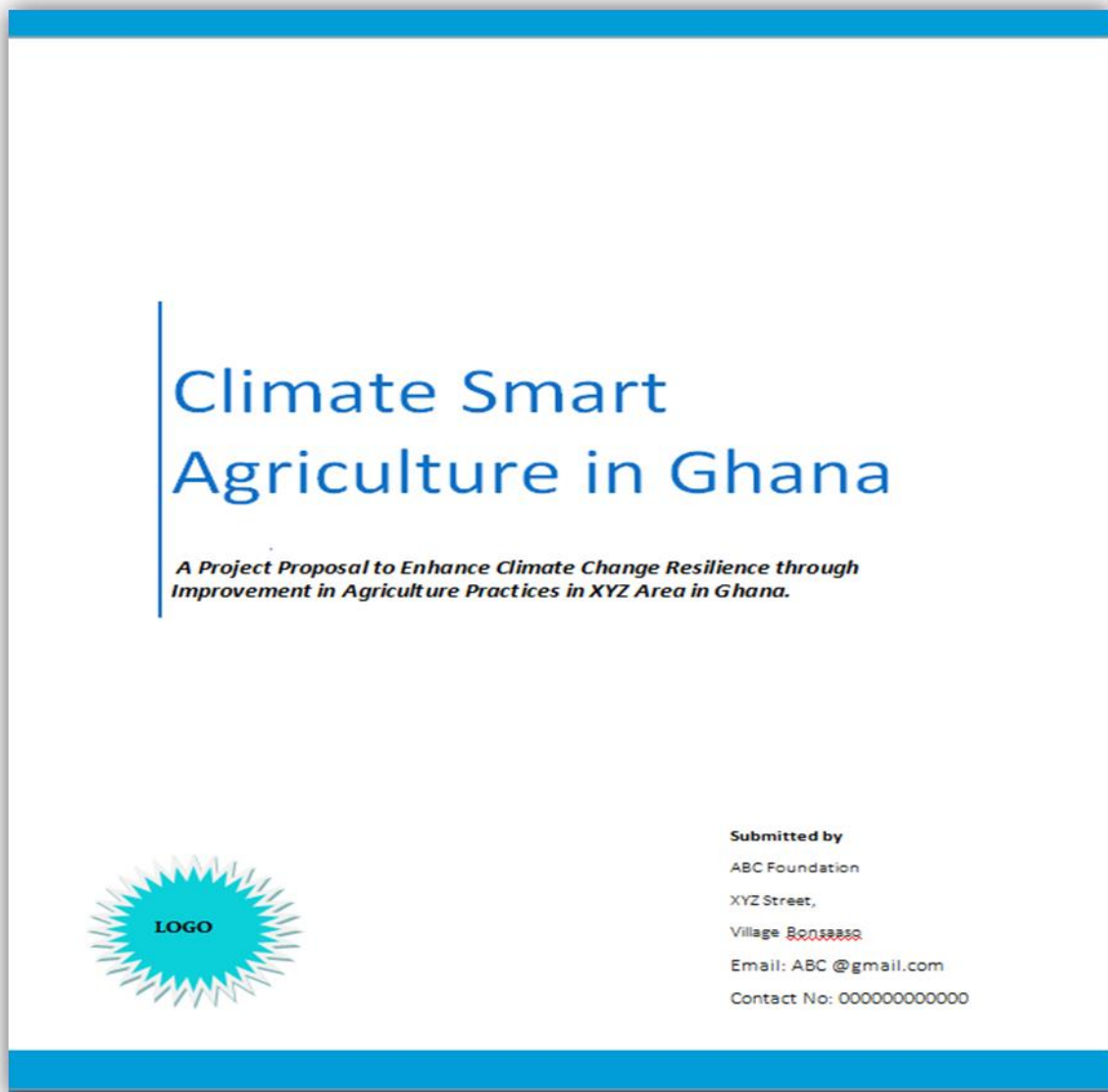
Short Proposal Template

1. Cover Page
2. Executive Summary
3. Problem Statement
4. Project Description
 - 4.1. Goal
 - 4.2. Objectives
 - 4.3. Project Activities
 - 4.4. Project Results
5. Budget
 - 5.1. Detailed Budget
6. Organization Profile
7. Annexure

Section 3: Sample Proposal

Here is a sample proposal using the intermediate proposal template. The sample proposal has all the elements that you need to include in the proposal with a small description of each section and sub section. Please note that this is just a sample and the various sections do not have the complete description, it has been drafted to give you an idea of how each section is to be written. When writing the proposal for your organization you will have to elaborate each and every section so that it provides sufficient and adequate information to the donor.

1. Cover Page



2. Table of Content

Table of Content	
1. Executive Summary	1
2. Problem Statement.....	2
3. Project Description	4
3.1. Goal	
3.2. Objectives	
3.3. Project Activities	
3.4. Project Results	
3.5. Timeline	
3.6. Monitoring and Evaluation	
3.7. Risk and Assumptions	
3.8. Sustainability	
3.9. Project Management	
4. Budget.....	12
4.1. Budget Narrative	
4.2. Detailed Budget	
5. Organization Profile.....	14
6. Annexure.....	16

1. Executive Summary

Climate change poses serious threat to people worldwide, and impacts their livelihood to varying degrees. Studies reveal that the most vulnerable people belong to developing countries and more precisely rural communities. The northern regions of Ghana are the poorest part of the country, with a high proportion of the population living in poverty. Most the people are dependent on farming and allied sector as the country offers limited alternatives income options. This makes the country highly susceptible to even a slight change in weather patterns, making the people severely vulnerable to climate change.

To address the issue of food insecurity, it is important that climate smart farming techniques are promoted and adopted. This would help in making agriculture, resilient to climate change and also ensure food security. Climate smart agriculture is still in its nascent stage and the project will open new gateways for the development of viable and sustainable agronomic practices in the developing countries.

Through this project ABC Foundation aims to initiate a multi stakeholder dialogue to develop a community based adaptation strategy for the communities of Bonassaso village. The project is in line with the existing issues being faced by the local populace of the area and would focus efforts towards the following:

- Increasing awareness on linkages between climate change and food security.
- Improving food security through adoption of climate smart agriculture practices.
- Enhance adaptation and preparedness of the vulnerable communities of the area.

2. Problem Statement

Climate Change (CC) poses severe threat to the underprivileged and the rural masses, by reducing their access to food, energy and water. Communities, relying on natural resources are the worst hit and often fall victims even to a slight change in weather. The huge attention being given to CC issues is evident from the fact that several international and national agreements have been signed to reduce GHG emission. Several multilateral and bilateral agencies are also routing funds for CC mitigation and adaptation. Along with international mitigation and adaptation strategies to cope with climate change, there is also a need to

preserve traditional practices. Farmers worldwide are facing tremendous pressure to meet the demand of the growing population and food consumption. Climate change further adds to this existing pressure. Studies reveal that Climate Change will reduce food productivity by affecting all four dimensions of food security viz. food availability, access to food, stability of food supplies, and food utilization. There is a need to adapt to changing climatic conditions to reduce the vulnerability of rural communities to climate change. This would be possible by introduction of fundamental changes in agricultural practices. Integration of traditional knowledge with innovations in agriculture also has a huge scope to enhance the adaptive capacity of the rural communities. International organizations and research institutes worldwide have developed an approach that tackles both the issues of climate change and food insecurity.

Climate-smart agriculture is an approach to guide actions to transform and reorient agricultural systems to effectively and sustainably support development and food security under a changing climate (FAO). Climate-Smart Agriculture (CSA) promotes production systems that sustainably increases productivity, resilience (adaptation), reduces/removes GHGs (mitigation), and enhances achievement of national food security and development goals. Rural communities in South Africa are one of the most vulnerable to climate change impacts. Rising temperatures, erratic rainfall patterns and the increased frequency of natural disasters create challenges for the agrarian society of many South African Countries.

Ghanian economy is dominated by agriculture as more than 25% of the GDP comes from this sector. Climate change will therefore greatly impact the existing farming practices and thus the livelihoods of those dependent on it. The northern regions of Ghana are the poorest part of the country, with a high proportion of the population living in poverty. Most the people are dependent on farming and allied sector as the country offers limited alternatives income options. This makes the country highly susceptible to even a slight change in weather patterns, making the people severely vulnerable to climate change.

Climate projections are available for the northern regions of Ghana suggest the following changes in climatic conditions.

- Mean daily temperatures will increase by 2.5-3.2 °C by 2100.
- Annual rainfall totals will decrease by up to 27% by the year 2100, causing increasing droughts.
- Increasing desertification.
- Decreasing river flows and recharges rates.
- Potential for increased floods as a result of increasingly erratic rainfall.

3. Project Description: The project will provide scientific solutions to accelerate the adaptive capacities of the rural peoples and farmers. The project will provide a set of agronomic practices to suit the agro-ecology of the area and ensure food security and better productivity. The proposed project will be implemented over a period of two years. Project will be implemented in Bonsaaso village, Amansie-West District of Ashanti Region of Ghana. The area is characterized by hot, humid tropical climate conditions. 80% of the population practices agriculture, and the farmers mainly rely on small scale cash crop farming. Most farmers have small plots of lands and use traditional farming practices. The project will benefit the farming communities of Bonsaaso village through the awareness campaign and will directly benefit the 500 farmers who will be trained on aspects of climate smart agriculture.

3.1 Goal: The overall goal of the proposed project is to increase food security through adoption of climate smart agriculture practices.

3.2 Objectives

1. To sensitize the farming community in Bonsaaso village about the linkages between food security and climate change.
2. To promote adoption of climate smart farming practices suitable for the agro- ecological region of Bonsaaso through capacity building and training of 500 farmers.
3. Establish a resource centre to serve as information hub and library for the farmers to get latest information on climate change.

3.3 Project Activities

1. Mapping and Situation Analysis: The purpose of this activity is to understand the current situation in the Bonsaaso hamlet. This would include mapping of socioeconomic, political, and environmental aspects of the area

2. Development of awareness tools to suit the local communities: Audio- Visual material will be developed to sensitize the local communities on climate change risks and threats. Leaflets, booklets, flashcards will be developed in vernacular to create greater impact. Documentaries made by international agencies on climate change will also be translated.

3. Awareness campaign: Awareness generation is a key activity towards achieving project success. Farmers will adopt climate smart agriculture practices only after they understand the implications of climate change on food security. Following sub activities will be undertaken to sensitize the communities.

- **Community Meetings:** Project team will initiate community meetings to discuss about the project and also share information on climate change risks and food security threats.
- **Distribution of leaflets and pamphlets:** Communication material developed in vernacular language will be distributed. Use of easy language will help in developing a better understanding of the issues.
- **Documentary screening:** A documentary will be screened in a community hall, to showcase the threats of climate change.
- **Mobile Information Centre:** For dissemination of information a mobile van will be used. This will serve as a information centre and people who could not attend the awareness camp will also benefit from it.

4. Promotion of area specific agricultural activities: area specific technologies that are aligned to agro-ecological principles will be promoted in the villages. Adoption of such

technologies will help in improving the biological, social and economic systems resilient to climate change.

5. Trainings will be imparted on following aspects of climate smart agriculture

- Crop and nutrition management
- Conservation Agriculture
- Livestock management
- Agro forestry
- Aquaculture
- Diversified energy systems
- Soil and water management
- Risk insurance
- Weather forecasting
- Technological interventions.

Training sessions will also be given on some traditional agricultural practices like – mulching, intercropping and manure production. All the training sessions will be given in vernacular so as to facilitate easy learning and understanding amongst the farmers.

6. Establishment of Resource Centre and Weather Forecasting Centre The resource centre will serve as an information hub for farming related activities. Apart from educational material, quality seeds, cropping material, organic manure, pesticides, insecticides etc. will be made available to the farmers at lower prices.

3.4 Project Results

- Increased awareness among the community on linkages between climate change and food security.

- Enhanced learning of various aspects of climate smart agriculture.
- 500 farmers adopt the climate resilient practices and supplement their income.
- Resource centre established in the village becomes an information hub for neighboring villages and farmers gain knowledge about various new technologies and agriculture practices.

3.5 Project Timeline

S.No.	Activities	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
1	Mapping and Situation Analysis	■	■						
2	Development of awareness tools to suit the local communities		■						
3	Awareness campaign		■	■					
4	Promotion of area specific agricultural activities			■	■	■	■	■	■
5	Capacity Building			■	■	■	■	■	■
6	Reporting & Documentation	■	■	■	■	■	■	■	■
7	Monitoring & Evaluation	■	■	■	■	■	■	■	■

3.6 Monitoring and Evaluation

Project will undertake monitoring and evaluation, at all levels as per the Monitoring & Evaluation plan. Monitoring will be carried out right from the project inception, so as to ensure that processes and results are documented regularly. This would in turn allow steering decisions and modifying the project processes to meet the deliverables in a timely manner. Data gathered during monitoring will help in evaluating the project progress at the end. Quarterly activity reports will be submitted to the donor agency which would help in project evaluation.

3.7 Risk and Assumptions

- Lack of involvement from the stakeholders.
- Poor participation of farmers in training workshops and demonstration.
- Land is unavailable for establishing the resource center.

3.8 Sustainability

The project will ensure financial, institutional and environmental sustainability. To ensure long term impact and sustainability following strategies are in place.

- Training and capacity building of the farmers will help in meeting the project objectives. The trained farmers will help in transferring the knowledge to their peers.
- As the material will be in vernacular it will be easy to understand and share the knowledge.
- Establishment of the resource centre in the area will help in the long run. After the project completion, trained farmers will take charge of it and our NGO will support them with updating information.

3.9 Project Management

Project will be implemented by a team of five staff members and will comprise of the following:

S.No	Designation	Role
1	Project Director (1)	Responsible for the overall administration and management of the project. He/she will develop proposals for future funding and manage the other staff.
2	Social Worker (1)	Responsible for mobilization and conducting initial level village meetings and orientation sessions.
3	Trainers (3)	Two agriculture experts for training on various aspects of CSA will be hired for a period of two years. They will be responsible for imparting training initially and then will be responsible for managing the resource centre.

4. Project Budget

Activity	Description	Total Cost	Requested Fund
Human Resource	1 Project Coordinator	1500 USD/Year	3500 USD
	2 Project Assistant	2000 USD/Year	
Activity	Awareness Camp	1000 USD	5000 USD
	Training Workshop	3000 USD	
	Exposure Visit	1000 USD	
Travel	Travel, accommodation and perdiem expenses	1500 USD	1500 USD
Total			10000 USD

5. Organization Profile

ABC is a national institution engaged in developing programmes and material to increase awareness about the environment and sustainable development in Ghana. The organization was established in 2000 and since then it has worked towards creating awareness about environment and conservation. ABC's primary objective is to improve public awareness and understanding of the environment, so as to promote nature conservation and sustainable development.

Name (including abbreviated form)	ABC Foundation
Official address (legal place of establishment)	Bonsaaso
Bank Account number	010 10 01010
Address for correspondence	ABC Foundation, XYZ Street, Bonsaaso Village
Contact Person	MR XYZ (Executive Director)
Phone number	0000000000000000
Fax Number	0000000000000000
e-mail address	abc@gmail.com

6. Annexure

1. Certification of Registration
2. Tax exemption Certificate
3. Climate Vulnerability Report of Ghana
4. CV of Project Director

Happy Writing!!!

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