



WORLD FOR WORLD ORGANIZATION (WFWO)

GUIDELINES AND PROCEDURES FOR VOLUNTARY GRANT FUNDS (GPVGF)

Application Grant Guidelines (AGG)

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Acronyms

WFWO	World For World Organization
GPVGF	Grant And Procedures for Voluntary Grant Funds
VGf	Voluntary Grant Funds
GAF	Grant Application Form
FPR	Funding Partner Representatives
CBCPG	Country Beneficiary & Coordinating Program of the Grant
FMSG	Financial Management System of the Grant
LRMCSP	Local Recipient Management Capacity & Strategy Program
CBOs	Community Based Organizations
CSOP	Country Strategic Opportunities Paper
FST	Financial Service Team
RMT	Resource Mobilizations Team
EBD	Executive Board Directors
GCER	Grants Completion Evaluation Report
GCR	Grants Completion Report
NGOs	Non-Governmental Organizations
OSPG	Operational Strategy and Policy Guidance
PCR	Project Completion Report
PMT	Program Management Team
POW	Program of Work
TRPT	Technical Review Panel Team
MDGs	Millennium Development Goals

1. Introduction

WFWO's revised policy for Voluntary Grant Funds (VGF) approved by the Board Director and partners in December 2007. The new policy explicitly calls on WFWO to use VGF resources, as per the WFWO Lending Strategic Programme for aligning the Fund's lending and grant activities to achieve maximum impact for poor communities in developing countries, including NGO's, CBO's, to contribute to the implementation of the Eight Millennium Development on Goals to half the poverty reduction Goal (1) by 2015. The framework and objectives of the revised policy for WFWO VGF Procedures Guidelines for the allocation of the VGF.

- **Rigorous Selection and Assessment:** The revised policy requires VGF grants to follow a transparent selection procedure based on a thorough screening¹, review and approval process.
- **Recipients.** VGF will only be provided to local communities in which participate, to CSOs/NGOs/CBOs. In all cases, a Grant Agreement will be required. The Proposed Recipient based on due diligence carried out by originating team, to ensure the proposed organization meets WFWO's fiduciary requirements, based on, inter alia, review of the organization's financial documents available and legal status).
- **Exclusions.** Grants will not be extended for activities normally supported by WFWO's VGF.
- **Consultation/Coordination** Grants proposed for activities in a specific country or region require full consultation and close coordination with the concerned team involved in the proposal program.
- **Approval Mechanism.** Of VGF, in the amount up to and including USD 5,000 require the approval of the General Manager of the VGF, those for an amount greater than USD 20,000 require the approval of the WFWO Executive Board. Directors and partners.

Other Guiding Provisions:

- The implementation period of small grants will not exceed two years.
- The implementation period of large grants will not exceed six years.
- All requests for VGF financing of successive phases of a grant financed programme will include explicit reference to 1) achievements of previous phase objectives; 2) rationale for and value of continued investment; 3) a clear description of an exit strategy (or explanation for the lack one); and 4) a Completion Evaluation of the preceding phase.

The Voluntary Grant funds Program (VGF) mechanism guidelines, the VGF contribution based on funds viability raised by the WFWO.

Deriving from the WFWO's Strategic development objectives under two grant VGF programme-specific strategic objectives drive the new policy:

- Promoting pro-poor research on innovative approaches and technological options to enhance field-level impact; on sustainable international development projects in developing countries;
- Building pro-poor capacities of partner institutions, including NGOs and CBOs.

Attributes of Core Funding

WFWO VGF uses core funding to provide support to an entity (organizations, institutions or communities, recipient countries or other partners) involved in developmental initiatives that are expected to yield development results that reflect WFWO's goals and objectives.

Core funding takes place within the parameters of WFWO's policy and lending programs and strategy frameworks and may take place as a standalone initiative or in conjunction with other donors partners.

The use of core funding is predicated upon the assumption that WFWO will not become involved in the details of individual initiatives funded by the organization, institution or donor's partners. When core funding is provided at the institutional level, WFWO plays no role in the initial identification, design, or implementation of the specific programs or initiatives to be implemented, but rather provides resources through its donors partners to supplement the actions of another organization or institution that are judged to contribute to attaining the goals and objectives of the WFWO lending Development Assistance Program at the mandate and policy level.

Among the underlying principles are the following:

The core funding places minimal conditions on the use of VGF of funding for both operational overheads and programming at the discretion of the organization. When funding is provided by WFWO in the form of a grant, due diligence and monitoring is done at the institutional level and includes the need to verify the continuing eligibility of the recipient organization or community to receive funding.

2. Overview

- The objective of the WFWO Voluntary Grant Funds (VGF) is to support international sustainable development projects proposed by not-for-profit organizations and community based organizations CBO's in developing-countries focusing on sustainable development projects components priorities: poverty, education, health, empowerment of women, microfinance credit for development, environment, good governance with gender as a crosscutting theme in all projects to contribute to the implementation of Eighth Millennium Development Goals (MDG's) to be met by 2015..
- The WFWO VGF for development projects submitted through an ongoing process based on evaluation of the merit of the proposal against established policy and Criteria Eligible of the WFWO guide for not-for-profit organizations, NGO's, CBO's can: submit proposals for projects as per VGF eligibility criteria.
- The World For World Organization (WFWO) works to fulfil its mission and objectives is by making grants to civil society organisations and Community based organization (CBO) in developing countries. This document provides information about the WFWO's civil society responsive grants programme. It sets out what activities the WFWO can and cannot support, what the current priorities of the programme are, and how to apply for a grant.
- The VGF Grants are awarded on a yearly basis. The deadlines for receiving grant applications are 31 March.

3. About the WFWO

- The WFWO is a Non Governmental Organisation operate internationally. Its mission is to promote and strengthen civil society's role in sustainable development to support and to contribute to the Millennium Development Goals (MDG's) in the developing countries.

The Vision of the WFWO's VGF is:

- To support civil society and community based organizations NGO's CBO's contributing to national and international goals for sustainable development projects for the benefit of all poor people and communities in developing countries.

The Mission Statement of the WFWO's VGF is:

- "We work to enhance the role of civil society organizations and NGO's/ CBO's, sustainable development projects by strengthening their institutional and human capacity, and creating opportunity and space for partnership, participation, advice and leadership, thereby achieving lasting improvements in the lives of poor populations in developing countries."
- The WFWO's achieves its aims is through providing grants and co financing projects that enable people from developing countries to participate in project cycle activities including as short training courses, workshops, cultural events. Communications support project.

4. WFWO Objectives Under Project Components

Sustainable Development and Social issue to support the eight MDG's objectives:

- Contribute to the development of knowledge and skills on good governance;
- Improve the institutional framework, space and operating environment of civil society organizations in the developing countries;
- Provide support for networks, nationally, internationally, coalitions working to influence policy and practice for social development;
- Strengthen and support civil society advocacy on global issues;
- Strengthen civil society capacity to participate in and influence debates on social development, and debt relief;
- Promote civil society-led networking initiatives in the aimed at halting and the impact of HIV/AIDS in the developing countries;
- Expand access to primary and secondary education for girls across the local communities in developing countries;
- Increase public awareness to contribute to the implementation of the eight MDG's objectives,
- Promote NGO or CBO activities addressing a gender or youth issue,
- Promote and support participation in the governance of the organization .
- Increase understanding and appreciation of and between different cultures;
- Support the increased use of cultural actions towards development and governance;
- Strengthen the capacity of cultural organizations and local communities;

Please note that in the application form, applicants should demonstrate how their activity meets the objectives of the most appropriate of the three project components areas.

5. WFWO /VGF Target

The World For World Organization (WFWO) selects our grantee partners based on their demonstrated potential to produce sustainable development projects focusing on, education, health, food security, environmental, sanitary, drinking clean water and the improvement in the lives of vulnerable rural poor people and communities, children, women, man and youth and to serve as a resource or model for other organizations locally, nationally, of the implementation of the Eight Millennium Development Goals (MDG's) to be meet by 2015.

6. Eligibility Criteria General

Prospective grantee partners must meet the following eligibility criteria in order to be considered for WFWO/VGF and its potential financial partners support.

• **Appropriate size and stage of development**

With rare exceptions, a prospective grantee partner's annual budget should not exceed \$100,000. In most cases, new grantee partners have budgets in the \$15,000 to \$35,000 range. Our aim is to identify organizations at a relatively early stage in their development programs.

• **Direct involvement with poor rural communities, children, women, man group**

Prospective grantee partners must work directly with poor communities children, women, man and youth. We do not support groups engaged exclusively in advocacy or research. (We do, however, support organizations that perform both advocacy and direct program assistance on education and health services ect.)

• **Capable management**

Prospective grantee partners must have systems and processes for ensuring responsible management of funds. At a minimum, an organization must have basic accounting and reporting systems as well as phone and email access.

• **Local leadership**

Prospective grantee partners must be led by individuals who live and work in the community. We prioritize organizations whose leaders were born and raised in the community such as local NGO's, CBO's. We do not fund the local offices or affiliates of national or international organizations.

• **Legal status**

A prospective grantee partner must be registered with the local or national government as a non-profit organization. If the political context makes legal registration unfeasible, the organization must demonstrate non-profit equivalency. We do not provide start-up funding for the creation of new organizations or group.

• **Selection Guidelines**

Beyond these basic eligibility criteria, WFWO/VGF uses the following selection guidelines in identifying organizations that are truly exceptional.

- **A focus on the most vulnerable poor rural communities**

WFWO/VFG grantee partners reach the rural communities , those who are economically and socially outside the reach of mainstream services and support, including, women, man, street children, child laborers, AIDS orphans, sex workers, hard-to-reach rural populations, and other vulnerable or marginalized groups and the implementations of the Eight Millennium Development Goals MDG's to be meet by 2015.

- **Rural Community involvement**

We prioritize organizations that are rooted in their community and operate with community input, grassroots organization, involvement, and investment, embracing the community as an integral part of their success.

- **Effectiveness**

We prioritize organizations that can demonstrate sustained, meaningful improvement in the lives of the rural communities, women, man ,children and youth they serve.

- **Empowerment**

We prioritize organizations that engage rural communities populations women, man, children and youth as active participants in their own growth and development, rather than as passive recipients of services.

- **Innovation and creativity**

We prioritize organizations that tackle old problems in new ways, demonstrating innovation and creativity in their program strategies and approaches to support local communities with concrete programs and results.

- **Strong leadership**

We prioritize organizations that have committed, respected, and dynamic leadership with a vision for change and focusing on the implementation of the Eight Millennium Development Goals Objectives to be meet by 2015.

- **Adaptability**

We prioritize organizations that generate models, methodologies, and practices that can be adapted and applied to similar issues and challenges in other communities locally, and nationally.

- **Potential for sustainability development programs to rural communities**

We prioritize organizations that have a strategy for ensuring the long-term sustainability of their programs, through donor diversification, mobilization of government funding, community investment, income-generating activities, and other creative measures to implement its objectives .

- **Reputation**

We prioritize organizations that are recognized and trusted in their communities and we trust and will reached the criteria of grant and WFWO policy.

Organizations that believe they meet these criteria can submit their grant proposal every year. If a the proposal of inquiry falls within WFWO's priorities, WFWO, Resource Mobilizations Team (RMT) will follow up with the organization or group to solicit a full proposal. Please do not

contact WFWO by phone or by email to ask about the status of your letter of inquiry. Due to the volume of inquiries, WFWO cannot respond individually to those not selected for further consideration.

7. Eligibility

To be eligible, NGO's or CBO's organizations or other entity:

- Must be incorporated as a not-for-profit organization under the laws of the country or of a province or a territory of the applicant;
- Must have a regularly elected board of directors (or governing body under another designation);
- Must have its main place of business in country;
- Must provide WFWO with audited financial statements of its last two fiscal years, the latest having been completed within the last 18 months;
- Must have had revenues of *at least* \$50,000 a year, obtained from country sources, for the organization's past two fiscal years. *Exception:* Organizations who have never received WFWO funding only need to demonstrate revenues of at least \$35,000 a year, obtained from country sources, for the organization's past two fiscal years;
- Must have had *at least* two years' experience in cooperating with developing-country partner organizations and in managing or delivering international development projects in a developing country;
- Must not have any outstanding issues with WFWO related to a previous WFWO-funded initiative;
- Organizations who meet all the eligibility criteria will not necessarily receive funding from the VGF, but also through other WFWO financial partners resources;

8. Project Eligibility Criteria

To be eligible, your proposal project:

- Must address one or more of the five priority objectives of the WFWO;
- Must target one or more of the eligible countries identified for the VGF ([see Application Form in PDF and World Format](#));
- Must respect the WFWO - VGF policy and criteria;
- Must require a contribution from WFWO/VGF for proposal program (an organization may have a maximum of three active projects funded by the VGF at any given time);
- Must be carried out the program in close partnership with a local communities
- Must have a duration of no more than three years; and may not receive funding from the VGF if the applicant organization is *currently* receiving "program" funding from WFWO's partners.

(If an organization's program funding is ending within a year, it may apply to the VGF with the understanding that any approved project may not start until the "program" funding ends.)

- Please see questions and answers to some common questions about the VGF (including eligibility and proposal assessment).
- If you are unsure whether your organization and your project meet these eligibility criteria. Please also note that meeting these eligibility criteria does not automatically guarantee that a project will receive funding from the VGF.

9. Assessment Criteria

WFWO's VGF support to VGF initiatives is based on a detailed analysis of a proposal using the criteria below:

Developmental Objectives

- The initiative's developmental focus, beneficiaries, and reach clearly support at least one of WFWO's VGF priority sectors (i.e., poverty, health, including HIV/AIDS; basic education; sustainable international development projects; or environmental sustainability) that contribute to the Eight Millennium Development Goals (MDGs):
 - **Goal 1: Eradicate extreme poverty and hunger**
 - **Goal 2: Achieve universal primary education**
 - **Goal 3: Promote gender equality and empower women**
 - **Goal 4: Reduce child mortality**
 - **Goal 5: Improve maternal health**
 - **Goal 6: Combat HIV/AIDS, malaria and other diseases**
 - **Goal 7: Ensure environmental sustainability**
 - **Goal 8: Develop a Global Partnership for Development**
- The initiative contributes to at least one of WFWO's VGF objectives of capacity development of developing-country organizations, policy influence and/or empowerment of poor and marginalized groups.
- The developmental priorities/plans/strategies of a WFWO-eligible target country(ies) are clearly being supported in a manner that addresses the developmental needs of poor and marginalized groups, including strengthening local capacity.
- The initiative is in accordance with WFWO's policy on gender equality and contributes appropriately to at least one of the gender equality results desired as defined in WFWO's policy objectives.
- Environmental considerations, consistent with the developmental objectives of the proposed initiative, have been appropriately integrated. Note: An appropriate integration may mean no environmental activities, since they are not needed; the analysis should provide a rationale.

10. Development Criteria

- Are the expected outputs appropriate to the needs and capacity of WFWO's target group (including gender balance/desegregation) ?
- How strong is the linkage to the proposal program (if regional or country-specific) or the Strategic Framework? How strategic/catalytic are the proposed outputs, (up scaling potential/institutional outreach in terms of the (current/planned/future) in terms of contribute to the understanding and/or developing a favorable policy environment, will benefit to local communities and rural poverty reduction?

TECHNICAL CRITERIA

- Degree to which the proposal appears technically sound and feasible?
- Are the approach and methodology appropriate?
- What is the probability of achieving predicted outputs? (take into account approach, timeframe, budget)

VALUE FOR MONEY

- Is the proposed budget appropriately related to the objectives and does it reflect an efficient cost structure (e.g., balanced allocation between downstream expenses/investment and operating costs, i.e., salaries and operational), and for large grants, to what degree can co-financing be leveraged?

MANAGEMENT CRITERIA

- Degree to which the contractor/management team appear to have satisfactory capacity to (a) undertake the work proposed; and (b) comply with WFWO's VGF guidelines and other reporting requirements?
- Does the institutional framework support capacities of relevant local institutions e.g., CBO's or NGO's , other local partners?

INNOVATION AND LEARNING CRITERIA

- Is the proposal innovative in terms of processes (demand-driven, participatory, institutional arrangements) and in terms of outputs (impact-oriented, and potential for mainstreaming, policy driven)?
- Are learning objectives clearly outlined, and how potentially effective are the mechanisms for learning/sharing of knowledge?

11. Results & Value for Money

- The expected results and the results chain proposed are consistent with WFWO's approaches, logical, and complete, and clearly support the identified development goals/needs. Note:
- The outcomes are the results expected at the end of the project, not beyond. A logical and complete results chain means that if the output results proposed are all achieved, then the outcome results will be achieved, and that achieving the outcomes will logically contribute to achieving the impacts in the future. If the outcomes cannot realistically be achieved by achieving all the outputs listed, then the results chain is incomplete. Activities clearly support identified realistic outputs that are measurable.
- Value for money: Evidence that the resources being applied will produce results for the identified beneficiaries in a cost-effective manner. Sustainability: Evidence that results/benefits are expected to continue after WFWO's involvement ends. Potential for WFWO to add value.

12. Achievements and Results

- Local ownership and partnership: Evidence initiative is local communities and NGO or CBO driven, there is shared responsibility and accountability for results, and clear roles and responsibilities are evident. Technical soundness of the proposed development approach to achieve results.
- Experience: Capacity, sector, and geographic/cultural experiences of the proponent organization are appropriate to implement the initiative and achieve the expected results. Assumptions and risks, and mitigation strategies proposed to deal with at least high-level risks, are relevant and appropriate to achieving the results.
- WFWO will aim toward achieving a planned service standard of notifying all applicants of whether their proposal has been retained for funding within 16-24 weeks after submission of a complete application. Due to the anticipated high volume of proposals in response to the launching of the fund, it may prove difficult to achieve this service standard during the first year of operation.

13. VGF Approval Process

- The WFWO's VGF management requirement within the Approval Process. The criteria below summarize the guidelines procedures, which will be applied during each of the sequential phases of all grant proposal clearances, and detailed. The Grant Technical Review Panel Team (TRPT) meeting will hold two times a year: May and December, with the participation of the following Teams:
- Executive Board Director representatives (EBD), Funding Partner Representatives (FPR) Resources Mobilizations Team (RMT) Technical Review Panel Team (TRPT) Financial Services Team (FST), Legal Services Team (LST), Project Management Team (PMT) by region concerned:
- Concept Notes will be made available to Technical Review Panel Team (TRPT) and RMT, FST, LST, and PMT, FPR for review and comment to ascertain inclusion of proper financial provisions;
- The RMT/FST and LST, and PMT will ensure all necessary clearances, have been obtained prior to requesting EBD/TRPT/FPR/RMT review and input;
- The RMT/FST/PMT/LST will provide the report will be made available to EBD/FPR/RMT for review and comment prior to submission to Technical Review Panel Team (TRPT), in order to ensure that proper financial provisions are included in a manner satisfactory as per grant criteria;
- For Large Grants - The RMT/FST/TRPT/LST/PMT will be submitted to the Executive Board will be made available for review and comment with respect to financial aspects, in good time. Any queries raised by TRPC will also be addressed by the originator/sponsor of the document along with TRPT conclusions prior to a final clearance and submission to EBD/FPR/RMT/FST/LST;
- For Small Grants - Once the signature with date of approval of the Grant by the EBD/FPR/RMT has been obtained, the originator will send a copy of the relevant documentation to the TRPT Secretariat, to enable LST/FST/RMT and to add any further input;

- Grant Agreements prepared by LST require review, comment and clearance by EBD/FPR/TRPT/RMT/FST/PMT/ to ensure inclusion of good financial governance aspects, that Schedule 1 (Project Description and Implementation Arrangements) conforms to the activities approved and that Schedule 2 (Grant Allocation) provides a consistent reflection of approved activities translated into Grant Categories (items of expenditure). Wherever possible, such items of expenditure will be consistent with the recipient's accounting structure for ease of financial reporting.
- Budgets will not include an "unallocated" category;
- All Grants approved is in USD;
- The EBD and its Partners approves Grant proposals based on recommendations from an independent Technical Review Panel Team (TRPT). Grant proposals are normally submitted by the applicants from NGO's or CBO's with participation of a broad range of national stakeholders. In recommending proposals for EBD approval, the TRPT may request certain clarifications from the NGO or CBO before final grant approval. The NGO or CBO is expected to complete the requested TRPT clarifications within six weeks following notification from the WFWO.
- Please note that all NGO or CBO applicants should not need to contact the WFWO Resources Mobilisations Team by mail or by phone, only when you will receive official confirmation with all details including the final Grant agreement from the WFWO RMT, that the funds are confirmed from our Financial Partners and all transaction is completed.
- In its Grant proposal, a NGO or CBO should nominate one or a few PRs to be responsible for implementation and accountable for the grant. If an approved proposal does not include a PR nomination, the WFWO, RMT will request the NGO or CBO to swiftly provide such a nomination.
- The WFWO, RMT will forward to all grant applicants the progress report summary with all details, upon received from the Technical Review Panel Team (TRPT) and approved by the EBD.

14. Guidelines Response for VGF Grants

What we can support

- The WFWO's grants are intended to promote co-operation and sharing of skills, knowledge and ideas between developing countries. They are therefore available primarily for activities that involve the participation of local communities and NGO or CBO . In general, grants are given to support participation from developing countries other than that in which an activity is taking place.
- Grants can only be made for in-country activities if it can be clearly demonstrated that they relate specifically to one of the WFWO programs outlined above, that they have impact at the national level, and that they are likely to generate learning that can be shared at all level. Locally , nationally, internationally.

What we cannot support

- Individual request for grant .
- Training courses taking place in a university in a developed country;
- Academic study or research;
- The publication of books and media reportage, unless these are learning tools developed as a result of an activity supported by the WFWO;
- Core funding (such as salaries of permanent staff, office rental and general running costs).

Who is eligible and eligible countries

- The WFWO's VGF programs are intended to assist organizations, NGO's, or CBO's working with local communities in developing countries;
- Priority is given to activities taking place in rural areas in developing countries, When an activity is taking place in a developed country, a strong case needs to be made for (a) choice of country and (b) clear benefits being achieved for developing country participants;

Who can apply

All applicants for grants must have an organizational base and the activity must benefit the organization. The WFWO cannot consider applications from individuals.

Applying organizations must:

- be registered or incorporated as 'non-profit' civil society or CBO's organizations;
- be engaged in work relevant to WFWO values, strategic objectives and priorities;
- demonstrate accountability and good governance;
- not practice or tolerate any form of racial, ethnic, gender or other discrimination;
- be able to provide evidence of obtaining funding from sources other than the WFWO.

In assessing applications, the WFWO VGF will give additional priority to applications from organizations based in developing countries and those which have not previously received funding from the WFWO.

The WFWO VGF gives priority to activities where the direct beneficiaries are women, children and men who:

- are working in civil society organizations or local communities directly engaged in development and/or sustainable development work;
- are employed in work which has direct relevance to the subject of the activity;
- are in a position to transfer their learning to others.

The WFWO does not give grants to support:

- individuals
- students;
- government employees;
- the private sector;
- political parties.

15. Application Process

The grant application round is per year. The deadlines for the rounds are as follows:

Grants for Activities for up coming year ?	<i>Application must be received by RMT</i>	<i>Applicants hear from the RMT in</i>
January	31 March	end-December

Applications for over USD 10,000 must be submitted in time for the 31 March deadlines in order to be considered by the Grants RTC by the end of December, respectively.

Applicants should not apply for funding for an activity that takes place less than six weeks after the application deadline. We cannot give grants after an activity has taken place.

16. The information Needed to Asses an Application

When preparing an application, please complete the application form. If applications are not made on this form, and if you do not cover all the areas, we will not be able to consider your application.

The application forms – are available on the WFWO 's website.

We are unable to process grants entirely by e-mail. If an application is made by fax or e-mail, a hard copy, on the organization's headed paper, should also be sent by post.

Send applications to:

Grant Applications to the attention of :

Resources Mobilizations Team (VGF)
World For World Organization (WFWO)
Executive Secretariat
Via Andrea Milevoi, n°35
Rome 00178 – Italy

17. Decision Making Process

At the meeting of the grants team all potentially eligible grant applications made in the current round will be assessed in the light of the WFWO's VGF budget, and the grants which are considered to most closely fit the priorities and areas of interest within the funds available will be taken forward.

If your application is successful, an award letter will be sent to you setting out the terms and conditions of the grant, along with the reporting requirements and reporting deadline. Any variation from the grant as approved must first be cleared with the WFWO.

If your application is not successful, you will receive a communication informing you of the outcome of your application.

A list of grants progress information will be published in grant report and will be communicate to the applicants.

18. Reporting

All successful applicants are expected to submit a report on the activity for which funding was requested. Where funding is provided to support participation in an event, the report should focus on the roles the WFWO's sponsored participants played in the activity and the benefits they obtained. All reports should demonstrate the impact of the activity and any plans emerging for future collaboration and follow-up activities, particularly at locally and nationally level. The reporting template is available on the WFWO's website.

Grant beneficiaries should also expect to be contacted by the WFWO Team up to a year after the activity for which they received funding has taken place. The WFWO Team will be keen to learn of any longer term impact the activity may have had.

19. Attribution

It is mandatory for all successful applicants to acknowledge the support of the WFWO activities in all documents or announcements associated with the activity for which funding is provided. This includes all written documents (reports, publications, press releases) or public announcements (speeches and addresses).

In addition:

- the WFWO's logo should be included in all printed material including the website if is applicable
- all beneficiaries of Organizations funding should be informed of the source; and
- the WFWO should be sent copies of all documentation produced in association with the activity of VGF program.
- All information about the program should be mentioned in WFWO website

20. Grant Seeking Guidelines

Background information's:

Successful grant-writing involves solid advance planning and preparation.

It takes time to coordinate your planning and research, organize, write and package your proposal, submit your proposal to the fonder, and follow-up.

Organize your proposal, pay attention to detail and specifications, use concise, persuasive writing, and request reasonable funding.

Clearly understand the grant maker's guidelines before you write your proposal.

- Make sure the grant maker's goals and objectives match your grant seeking purposes. Preparation is vital to the grant-writing process. Solid planning and research will simplify the writing stage. A well-written proposal follows the basic steps outlined below.
- Prove that you have a significant need or problem in your proposal.
- Deliver an answer to the need, or solution to the problem, based on experience, ability, logic, and imagination throughout your proposal.

- Make sure your proposal describes a program/project for change. Reflect planning, research and vision throughout your proposal.
- Research grant makers, including funding purposes and priorities, and applicant eligibility.
- Determine whether the grant makers' goals and objectives match your grant seeking purposes
- Target your proposal to grant makers appropriate to your field and project, but do not limit your funding request to one source. Contact the grant maker, before you write your proposal, to be sure you clearly understand the grant maker's guidelines.
- Present your proposal in the appropriate and complete format, and include all required attachments.
- State your organization's needs and objectives clearly and concisely. Write well. Do not waste words. Use active rather than passive verbs. Use proper grammar and correct spelling. Be clear, factual, supportable, and professional. A well-written proposal is a key factor in the grant maker's decision-making process.
- Be clear about why you are seeking a grant, what you plan to do with the money, and why you are a good fit with the grant maker's priorities. Prepare an interesting, persuasive and unique proposal.
- Always cover the following important criteria: project purpose, feasibility, community need, funds needed, applicant accountability and competence.
- Answer these questions: Who are you? How do you qualify? What do you want? What problem will you address and how? Who will benefit and how? What specific objectives will you accomplish and how? How will you measure your results? How does your funding request comply with the grant maker's purpose, goals and objectives?
- Demonstrate project logic and outcome, impact of funds, and community support. Be specific about broad goals, measurable objectives, and quantified outcomes.
- Always follow the exact specifications of the grant makers in their applications, Requests for Proposals (RFPs) and guidelines.
- Follow-up with the grant maker about the status, evaluation, and outcome of your proposal, after it is submitted. Request feedback about your proposal's strengths and weaknesses.

Many grant makers permit grant applications by invitation only, and require potential grant recipients to submit preliminary proposals in the form of inquiry letters in order to be invited to submit the grant application.

Inquiry information will provide you the opportunity to give the grant maker a snapshot of your proposed project/program. Be sure to establish a connection between your proposal's goals and the grant maker's priorities, and focus on detail, clarity, and conciseness, while conveying the impact your proposal will make on the need or problem you are addressing as follows.

COVER LETTER:

Your inquiry cover letter should condense all of the key information into the following main elements:

- Organization Overview/Purpose
- State Reason for and Amount of Funding Request
- Describe Needs or Problem (including target population, statistics, examples)
- Describe Project or Program
- List other Project Funders (prospective and committed)
- Request Funding Application
- Typical inquiry letters, usually a maximum of 2-3 pages, include the following components:

COVERSHEET:

Organization Name, Address, City, State, Zip Code, Country, Contact Name, Title, Telephone, Fax, E-mail, Address;

INTRODUCTION:

- The mission of your organization (one paragraph)
- The purpose of your request (one paragraph)
- How your request fits the grantmaker's funding priorities (one sentence)
- Total annual general operating budget
- Fiscal Year
- Total proposed project/program budget (if other than general support)
- Grant amount being requested
- Matching funds committed from other funding sources
- Proposed grant project/program time frame (beginning and ending dates)
- Tax exempt status

NARRATIVE (maximum of 1/2 page)

A concise narrative or a synopsis of the proposed project/program, that generally covers the following:

- The purpose of the request (project or program);
- The problem or need being addressed, and how you will address the identified problem or need;
- The population or community served by your organization;
- How your project or program will promote long-term change;

FINANCIAL INFORMATION

For project or program funding requests, you will usually need to submit both a project/program budget and a general operating budget. However, for general support requests, you will usually only need to submit a general operating budget

21. General Resource Guidelines

In general, the cover letter is followed by the cover sheet, the narrative, budget, qualifications of your organization, conclusion and appendices, as follows:

- **Cover Letter (1 page)**

Provide a clear, concise overview of the organization, purpose and reason for and amount of the funding request. Be sure to show how your proposal furthers the grantmaker's mission, goals and matches the funder's grant application guidelines. Cover Letters should be typed on letterhead.

- **Cover Sheet (1/2 page)**

Also called an executive summary, this case statement and proposal summary is the most important component of your proposal. Summarize all of the key information and convince the grantmaker to consider your proposal for funding. Introduce your proposal, present a clear, concise summary of, and the visual framework for, the proposed project/program, and include: Applicant contact information, purpose of the funding request, need/problem, objectives, methods, total project cost, amount requested.

- **Narrative (10-15 Pages)**

a) Needs Assessment (Problem Statement) (3-4 Pages)

Objectively address specific situation, opportunity, problem, issue, need, and the community your proposal addresses. Support your statement with qualified third-party research/evidence to justify the need or problem. Clearly, concisely demonstrate that a relevant, compelling problem or need exists, and include the following:

- Description of target population;
- Definition of community problem to be addressed and service area need;

b) Program Goals and Objectives (1 - 2 pages)

Describe the outcome of the grant in measurable terms, in a succinct description of the proposed project outcome and accomplishments, including your overall goal(s); specific objectives or ways in which you will meet the goal(s). Program Goals and Objectives should include:

- Minimum of one goal for each problem or need in the problem or statement.
- Description of the benefiting population.
- Performance - the action which occurs within a specific time frame at an expected proficiency.
- Process - the method by which the action will occur.
- Product - the tangible results from the action's performance and process.

c) Methodology (4 + Pages)

Describe the process to be used to achieve the outcome and accomplishments, in a rational, direct, chronological description of the proposed project; actions that will accomplish your objectives; impact of your proposed activities, how they will benefit the community and who will carry out the activities; time frame for your project/program; long-term strategies for maintaining the on-going project/program.

Methodology should include:

- Restatement of problems and objectives.
- Clear description and explanation of program/project scope and activities.
- Sequence of activities, staffing, clients and client selection.
- Time line of activities.

d) Evaluation (1 - 2 Pages)

Determine the plan for meeting performance and producing the program/project and justify how you will measure the effectiveness of your activities, who will be involved in evaluating and how they will be used; your measured criteria to produce a successful project/program; the expected outcome/achievement at the end of funding period. Evaluations should include:

- Plan for evaluating accomplishment of objectives.
- Plan for modifying process and methodology.
- Provide methods - criteria, data, instruments, analysis.

• Budget

Clearly delineate costs to be met by the funder and all other funding sources; outline both administrative and program costs.

For specific projects, include separate budgets for the general operating and the special project. Show income and expenses in columnar form (according to general accounting/bookkeeping principles).

Delineate personnel costs for salary and fringe benefit information, and other-than-personal-services (OTPS) expenses for facility operating (rent/mortgage, utilities, maintenance, taxes), and travel, postage, equipment costs, supplies, and insurance, etc.

List actual committed and pending sources of income only. Include fees for service, government funds, corporate/private grants, individual donations, etc.

Prepare a detailed budget consistent with the proposal narrative. Include project costs to be incurred at the time of the program's implementation. Include no miscellaneous or contingency categories, include all items requested for funding, and all items to be paid by other sources, consultants. Detail fringe benefits separately from salaries, detail all OTPS costs.

List separately all donated services, including volunteers, indirect costs where appropriate.

Sufficiently justify performance of the tasks described in the narrative.

• Qualifications (1-2 pages)

Describe applicant, qualifications for funding and establish credibility. Demonstrate the means and methodology to solve the problem, or meet the need, within 12-24 months, and include the following:

- Organization identity and purpose, constituents and service area.
- Brief summary of organization history, mission and goals.
- Brief description of organization current programs, activities, service statistics, and strengths/accomplishments. Long-range goals and current programs/projects and activities.
- Evidence and support (including qualified third-party statistics) of accomplishments.
- Number of board members, full time paid staff, part-time paid staff, and volunteers. Evidence of Board involvement, activity and key staff members qualifications and administrative competence.

- **Conclusion (1/2 page)**

Present a brief, concise summary of your proposal that states your case, problem, solution and sources/uses of project/program funds.

- **Appendices**

Additional attachments are usually required at the funder's discretion. Typical appendices generally include:

- Verification of tax-exempt status (IRS determination letter).
- Certificate of Incorporation and By-Laws.
- Listing of officers and Board of Directors.
- Financial statements for last completed fiscal year (audited, preferred).
- Current general operating budget and special project budget (if applicable).
- List of clients served (if appropriate).
- List of other current funding sources and uses.
- Biographies of key personnel or resumes (only if requested).
- Support letters or endorsements (limited number).
- Commitment letters from project/program consultants or subcontractors (if applicable).
- Diagrams for equipment or schematics for building requests (if applicable).