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SMALL GRANTS PROGRAM
Guidebook for Country Office Staff
FY07

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Social Development Department

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Small Grants Program

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Purpose of Guidebook

The *Small Grants Program Guidebook* is intended to provide Country Office (CO) staff with information on the management and administration of the Small Grants Program (SmGP). It is not intended to set absolute standards for grantmaking, but to show how other Country Offices have initiated innovative solutions to the management of the SmGP. This Guidebook brings together in one place best practices from the Country Offices and the requirements of the Small Grants Program.

The source of the information is primarily from best practices culled from the Country Office application and final report forms. The *Guidebook* also includes information from grantmaking manuals and guidebooks, as well as other Bank sources, to share the norms and standards in grantmaking, and offer explanations of terms. The Appendix includes sample forms that the CO's may find useful.



This “new” icon indicates a revised version from the last Guidebook.

Please note that there will be NEW grant legal agreements, currently in discussion with DGF and LEG. Periodic updates on procedures will be sent to the Small Grants Program contact person listed on the application form.

Acknowledgements

Country Office Staff who have managed the Small Grants Program have taken bold initiatives and lots of time and effort to manage the Program. They do this because they see the value and benefits to the Bank and to the civil society -- even though it is time-intensive for a relatively small amount of funds. Through the Small Grants Program, the front-line staff are interacting with the CSO's and, increasingly, other small community groups outside the major cities. Through this document, we hope to tell some “stories” of best practices that will help others to enhance their Program and to bring together the Small Grants Program to the “global” level. We are grateful to the Council on Foundations and Ford Foundation's Grantcraft Project for permission to use their materials on effective and efficient grantmaking.

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I. Introduction

The Small Grants Program (SmGP) supports activities of civil society organizations (CSO's) whose primary objective is civic engagement. The Program is administered through the Country Office with the Secretariat in the CDD / Social Accountability Group in the Social Development Department. The Small Grants Program is funded by the Development Grants Facility (DGF). A Steering Committee (Box 1) provides guidance and oversight to the Program.

The following is an outline of the process:

1. SDV issues request for proposals from Country Office. (July / August 2006)
2. Country Office submits proposals to Secretariat. (September 2006)
3. Small Grants Steering Committee makes decision on allocations to Country Offices and informs Country Director (October 2005).
4. Country Offices administers Program. (between October 2005-May 15, 2007)
5. SDV submits application to DGF for next round of funding (January 2007).
6. Country Offices makes decisions on grant awards and disburses funds (by May 15, 2007).

In FY06, 70 Country Offices were allocated funds to manage the Program. Country Offices are responsible for the following:

- Pursue the objectives and strategic focus of the Small Grants Program.
- Administer a transparent outreach process in country.
- Award and monitor grants according to the Small Grants Program objectives, criteria, and reporting requirements.
- Liaise with the Small Grants Secretariat throughout the year, especially if there are any changes in staffing or if there are any problems with disbursing the funds.
- Submit a final report of activities and partnerships.
- Use the funds solely for grants; administrative costs may not be charged.
- Disburse the funds by May 15, 2007.

| Box 1 Small Grants Program Steering Committee (may be updated) | | |
|---|--|-----------------------|
| Member/Alternate | Title/Affiliation | Representation |
| Caroline Kende-Robb (Co-Chair) | Sector Manager, Social Development Department | SDV |
| Jeff Thindwa (Co-Chair) | CDD/ Social Accountability Group | SDV |
| Geoff Bergen/Nyambura Githagui | Country Program Coordinator AFCKE/Sr. Social Development Spec. | AFR |
| Bhuvan Bhatnagar | Sr. Social Scientist, EASSD | EAP |
| Jan Pakulski | Sr. Social Development & Civil Society Specialist, ECSSD | ECA |
| Kathy Bain/ William Reuben | Team Leader, LCSPR/Sr. Social Scientist, LCSEO | LCR |
| Linda English | Sr. Education Specialist, MNSHD | MNA |
| Ursila Jung | Consultant, SARVP | SAR |
| Carolyn Reynolds/Kris Zedler | Sr. Comm. Offc, EXTIA/Sr. Communication Officer, EXTVP | EXT |
| Janet Entwistle | Sr. Partnerships Specialist, OPCDF | OPCS |

II. Focus and Purpose of the Small Grants Program



The Small Grants Program (SmGP) supports activities related to civic engagement by providing small grants administered through the Country Offices. The Small Grants Program seeds and supports activities that empower and enable citizens' groups to take initiatives to enhance and influence development outcomes. Activities strengthen mechanisms for inclusion, accountability, and participation. Activities also strengthen partnerships with public sector, other civil society organizations, and the private sector. (See Box 2 for outcomes of civic engagement.) For more information on the topic, please see the 2003 evaluation on the Small Grants Program.¹

SmGP should also be consistent with the objectives and strategies of the country strategies, such as the CAS or PRSP. Country Offices may choose to focus the Small Grants Program on a specific theme related to civic engagement, for example social accountability or youth civic engagement.

Examples from Small Grants Program in the Country Office

The Small Grants program has been one of the key instruments to engage and conduct outreach to the fast-growing NGO and civil society organizations in Albania. The program has been managed very well and a number of international organizations have been involved in it (e.g., selection process, co-financing, monitoring, etc). It has been highly appreciated by civil society organizations and has addressed a number of critical development and social issues that were difficult to be handled by the Bank other instruments. We are now finalizing the new Results-Based CAS for FY06-FY09 which has been prepared through an extensive consultation process, in which the NGOs and civil society and youth organizations have been actively participating. We have also an ongoing Social Service Development project which complements the Small Grants Program.

The new CAS, FY06-FY09, put heavy emphasis on governance, transparency and emphasizes the importance of civil society organizations in raising demand for good governance, and we have high expectations that the new round of the Small Grants Program will assist us in the implementation of the CAS and in positioning the Bank well towards achieving the objectives and the results of the CAS.

- Albania Small Grants Program Application FY06

As a post-conflict country, Angola's living conditions remain very difficult as returnees, ex-combatants, and internally displaced persons are still being reintegrated into the society. The country is still undergoing a process of multiple transitions: from war to peace, from planned economy to market economy and from a highly centralized polity to a very decentralization process. The capacity weaknesses of most civil society groups, represent a serious constraint to their engagement with the state.

In light of this, the theme of the SmGP FY06 for Angola is "Strengthen everyday citizen-state interactions to give a voice to the poor". The SmGP will be used to assist marginalized and vulnerable groups to engage in dialogue with their local governments and other state structures. For instance, provide them with information on policy related issues and development interventions; ensure that planned activities are consistent with people's rights and lead to a sustainable engagement with different levels of local administration, and scaling

¹ Beryl Levinger and Jean Mulroy, "Making a Little Go a Long Way: How the World Bank's Small Grants Program Promotes Civic Engagement," Educational Development Center and Pact, Inc. September 2003.



up on CSOs existing experience in development partnerships as a way of enhancing dialogue and strengthening capacity.

- Angola Small Grants Program Application FY06

Box 2 Civic Engagement Outcomes

Civic Engagement can...

Promote public consensus and local ownership for reforms and for national poverty reduction and development strategies by creating knowledge-sharing networks, building common ground for understanding, encouraging public-private cooperation, and sometimes even diffusing tensions;

- **Give voice to the concerns of primary and secondary stakeholders**, particularly poor and marginalized populations, and help ensure that their views are factored into policy and program decisions;
- **Strengthen and leverage impact of development programs** by providing local knowledge, identifying potential risks, targeting assistance, and expanding reach, particularly at the community level;
- **Bring innovative ideas and solutions to development challenges** at both the local and global levels;
- **Improve public transparency and accountability** of development activities, contributing to the enabling environment for good governance.

William Reuben, 2002

A. What kinds of activities are supported?

The Small Grants Program supports activities whose primary objective is civic engagement. (See Box 3) In addition:

- Activities may include, but are not limited to workshops and seminars to enhance civic engagement skills and/or knowledge; appropriate communication campaigns to *influence* policymaking or public service delivery; or innovative networking efforts to build the capacity of the particular sector.
- The activity should be completed within one year of the date the grant is awarded.
- The budget should not exceed the maximum amount of \$15,000 (range is \$3,000 to \$7,000).
- Half of the budget should be in-kind contribution or leveraged from additional sources.
- Priority should be given to organizations that have not been supported by the Program in previous years.
- Organizations are not eligible for more than three grants from the Small Grants Program within a five-year period.



Box 3 Selection Criteria for Grants

The following are some key questions to include in your selection criteria

- **Effectiveness:** Does the proposal address the objective of civic engagement? Does the proposal complement the CAS, PRSP, or other strategy? Specifically, does the activity support citizens, either individually or as organized groups, interacting with the public sector to strengthen mechanisms for inclusion, accountability, and participation in order to enhance and influence development outcomes?
- **Feasibility:** Is the proposed approach practical? Are the timeline and budget adequate?
- **Organizational capacity:** What skills do the organization's staff and board bring to the project? Are they relevant to the project's aims? Has the organization succeeded in similar endeavors of equal size and scale to what they are now proposing?
- **Organizational credibility:** What kind of reputation does the group enjoy within its community and beyond?
- **Importance:** Is the project significant? Is there evidence that the proposal will trigger action or work that the community wants? Will it make a difference in the community it purports to aid or resolve the issue it addresses? Given your other opportunities for funding, is it the right one to support at this time?
- **Balance:** The Country Office may choose to balance the portfolio of activities by geography, gender, etc.

[See also questions on due diligence review.](#)

Adapted from Best Practices in Grants Management, Council on Foundations, 2001

B. What kinds of activities are not supported?

Please note that providing Small Grants to activities that are NOT eligible may affect future CO funding. Compliance to the objectives of the SmGP is required. If necessary, please contact the Secretariat for clarifications.

Small Grants cannot fund: Research programs, formal academic training programs, operational projects, ongoing institutional core support (such as equipment unrelated to the activity), scholarships, fellowships, study programs, individuals applying on their own behalf, or organizations not categorized as civil society organizations. Proposed activities should not compete with or substitute for regular World Bank instruments; they should be clearly distinguishable from the Bank's regular programs.

The Country Office should make the final decisions on what items to fund and ensure that the items are directly related to the Small Grants Program objectives. Under the categories above, examples of items and activities that are usually not eligible include the list below:

- Direct service delivery;
- Medical equipment, such as hospital equipment, hearing aids, crutches;
- Computer equipment and installation;
- Overhead costs, such as rent, maintenance, or general office supplies;
- Workshops on training of business skills, unemployed, HIV/AIDS awareness, unless there is a primary civic engagement objective;
- Building the capacity of CSO's so that they could become consultants/employees in Bank projects;
- Meeting basic needs, such as provision of water, heat, meals;

- Construction of facilities, such as libraries or sanitation facilities;
- Job creation or employment;
- Disease control campaigns;
- Food aid;
- Full-time salaries of, for example, the director of the NGO;
- Infrastructure projects, such as water systems, wells.

III. Grants Administration

A. Managing Expectations

The demand from CSO's for funding far exceeds the funds available. In FY04, only six percent of the proposals received by the country offices were funded. **Managing the expectations of civil society requires strategic plans for outreach, including clarifying of funding priorities.** See Box 4 for Communication Approaches to Grantmaking.

A clearly defined set of boundaries will not only make the work more efficient, but make it easier to communicate the theme within the CO, with potential grantees, and to the rest of the community. Here are some steps that may help make the process more effective:

- **Define the geographic area it will serve.** Some CO's have focused on certain regions or restricted grantmaking to rural areas. *(You may wish to consider the following questions: Are marginalized groups concentrated in certain geographic regions? Is the public sector centralized or decentralized?)*
- **Decide whether to focus on certain topics.** Will the CO make grants only to a specific group or field (e.g., youth development, women's empowerment, indigenous peoples or training, community development, etc.) or will the CO want to be more general? The answer to this question may lie on how the SmGP relates to the country strategy. *(You may wish to consider the following questions: Could the SmGP complement the CAS by building awareness and engagement in a particular topic? Is there an emerging development topic that would benefit from a "grassroots" perspective? Is there a topic that disproportionately affects marginalized groups that has been overlooked by other development actors?)*
- **Choose whether to emphasize emerging organizations, or more experienced ones.** Limiting your consideration to established organizations with a track record of success may be safer. And even large or well-established CSO's can benefit from discretionary funds to try a new or innovative idea. On the other hand, a small grant could make a huge difference to an emerging organization that has not yet had a chance to prove its success. *(You may wish to consider the following questions: Is there a well-established NGO sector or a nascent one? Do CSO's have strong links to the public sector or do they work independently?)*
- **Decide on minimum and maximum grant size.** Will the CO give several small grants or a few big ones? *(You may wish to consider the following questions: Is there a large or a small CSO community? Are CSO's generally large or small? Are there other donors working in the area that could provide*



complementary funding? Are applicants proposing new and innovative methodologies or “tried-and-true” approaches?)

- **Partner with another organization to provide a technical assistance workshop** in grant writing, sustainability of CSO’s, etc. Hold a workshop with SmGP grantees and others to share lessons learned. Devise creative ways to disseminate information about the SmGP, for example, by showcasing previous grantees as good practices. (You may wish to consider the following questions: Are participating CSO’s and other CSO’s well-established or nascent? What does “civic engagement” mean in the local cultural/political/socio-economic context?)
- **Explore ways to work with those who are not selected.** Provide information about the Bank’s other programs and projects. Provide invitations to other Bank meetings that may be open to the public. Disseminate resource materials, such as the publication on “Resources for Mobilizing Funding for Development Projects.” Give referrals to other funders that may be alerted beforehand or be a part of an advisory committee. (You may wish to consider the following questions: Who are the other donors that might be able to support those projects that do not meet the SmGP criteria? How can the SmGP leverage additional funds, e.g., matching funds, to reach more grantees? What is a reasonable SmGP size given CO resources? What other mechanisms does the CO have for working with or engaging CSOs on development issues?)

[See example of country office grants administration.](#)

Box 4

Communication Approaches for Grantmaking

Recommended Communication Measures

- Advocate open communication with the public about the policies and procedures followed in grantmaking
- Publish annual reports, guidelines, and grant lists.
- Include in these materials important information for grant applicants, particularly an explanation of the grant review process and instructions on how to apply for funding
- Communicate a clear sense of what was funded, and why, in public materials by including information about program areas, funding priorities, and limitations as well as previously funded grants
- Define key terms and concepts that will be used in evaluating applications.
- Take into account cultural or geographic differences in formulating these definitions.
- Revise guidelines as soon as funding strategies and focus areas change.
- Develop a policy regarding telephone access for grantseekers and implement this policy consistently. Inform applicants of the best way to contact the Bank.
- Educate administrative as well as operations staff to answer telephone inquiries about the grantmaking process, including funding guidelines and the application process.
- Consider the Internet as a source for publishing information, guidelines, and grant lists.
- Encourage applicants to use electronic communication when possible.
- Translate all published materials into languages spoken by target audiences.

National Network of Grantmakers



Communication Strategy

It is important to think about the kind of media exposure you hope the competition might receive. In addition to helping to generate publicity for individual grants, a coordinated communications strategy can take advantage of the critical mass created by an entire group of grantees on the theme of “civic engagement” to generate messages that advance the Social Development agenda. Methods that have been used successfully by CO’s include:

- **Creating a website** to disseminate the application, contact information, grantee accomplishments, and publications;
- **Issuing press releases and hosting news conferences** to attract media attention to the competition;
- **Distributing newsletters, brochures, and other publications** featuring the accomplishments of grantees;
- **Requiring a communication plan from every SmGP winner.** These plans may include print or electronic materials, conferences and seminars for others working in the field.
- **Hosting a workshop or conference that brings together all SmGP grantees to share lessons learned.**

Adapted from Grantcraft Practical Wisdom for Grantmakers

B. Approaches to Management

“Having had a good experience with the Small Grants Program in Ghana, I encouraged our staff in Sri Lanka to take this up which they did with enthusiasm. For the first year, I assigned a staff member full time for four months to work on the program, while in the second year we assigned time from a broad team. This second year has been especially significant, attracting a wide number of applications that have generated significant gains in accountability. I would draw particular attention to the two tsunami grants, which have generated important issues related to housing resettlement issues which have been raised at the national level, and indeed have now been adjusted. The programs have generated two main benefits: (i) they have revealed to the public that the World Bank is concerned not just with big government projects but also with small local institutions, but with small NGOs that they can identify with. This has contributed significantly to improving the image of the Bank; and (ii) the grants have generated important results such as the one described above.

In the last two years, the topics have been chosen based on our general interests, and interesting topics. This year, we are proposing to use the Small Grants Program to support a core area of the Bank’s agenda in Sri Lanka, and a major new initiative on youth, a new topic for us. While the Bank will work with the official youth agencies, in an attempt to improve school to work transition, the Small Grants Program would complement this by helping to identify civil society’s views and approaches in this challenging area. Thus, it is our hope to have a mutual reinforcing initiative, which should increase the impact on both, not least by ensuring a wider audience in government for the Small Grants Program’s findings.

As before we will assign time from a team of staff from the Colombo Office to administer the program, and finance the costs of soliciting proposals. In addition, we are proposing to provide proposal writing training to interested NGOs in all three languages to facilitate equal opportunity to the program.”

*Peter Harrold, Country Director, Sri Lanka
Small Grants Program Application FY06*

Some CO’s combine aspects of internal and external management approaches, and others that have begun in-house may later turn the management over to external organizations. Both administrative



and program-related factors influence the decision to manage a competition in-house or to make a grant to another institution for this purpose. See Box 5 for working with external advisers, for example, when selecting CSOs to partner with the Program in the outreach or selection process.

The two approaches to managing the SmGP are described in detail below:

1. **Internally Managed Program** in which Bank staff oversee the entire process, from dissemination of the application to final selection of grantees, potentially with the assistance of external partners. Some CO's use a selection panel of outside experts (donors, foundations, NGO networks, etc.) to assist in general grant decisions.
2. **Externally Managed Program** in which an intermediary organization is selected to administer the grant competition with significant input by the Bank around the design of the process, composition of the selection panel, and selection criteria. The grants are made to the grantees by the Bank or by the intermediary.



A new legal agreement will be developed for externally managed programs. This should be available in November 2006.

1. Internally Managed Program

The grantmaking process is normally handled by the Country Office, usually by the staff person designated to handle NGO and civil society matters (i.e. Social Development/ Civil Society Specialist, Communications Officers). The tasks for the Country Office staff include:

1. Reaching out to civil society organizations, especially those that have been traditionally excluded;
2. Communicating and disseminating information and application materials, especially the message of the theme of civic engagement;
3. Setting up a tracking system and proposal and review system;
4. Establishing a review panel of experts which may include outside experts from other donor agencies, NGOs or academia (See Box 5);
5. Screening and evaluating proposals;
6. Recommending finalists to the Country Director for approval;
7. Disbursing funds; and
8. Reporting results to the Small Grants Secretariat.

It is also recommended that the CO establish procedures for different levels of review, including clear selection criteria; define its policies regarding staff interactions with applicants; and develop form letters for communicating results of the review to the applicant. Sample [application form](#), sample [final report form](#) and other [form letters](#) are included in the [appendix](#). With the decline letter, additional information on where the applicant may look for sources of funding may be included. The SmGP has produced two electronic documents for this purpose, *Mobilizing Resources for Development* and *Grant Resources for CSO's*.



Box 5

What should you be looking for in an external adviser?

It is recommended that the SmGP include external partners, such as network CSO's, other donors, academic institutions, or foundations. This could enhance partnerships and provide credibility to the selection of grantees. Involving outside experts in the review process could also assist the CO to become more familiar with the evolving field of civic engagement. Look for volunteers who could serve as an advisory group, reviewers, or help with outreach and selection.

What to look for in an outside adviser or expert:

- Personal experience in running or designing programs like the ones you are reviewing.
- The ability to analyze complicated situations and write up findings in a clear and succinct manner.
- Perspective as a policymaker in the field, or the proper educational credentials and an abiding scholarly interest in the area.
- Enough time to review the proposals and return them to you when you need them.
- Ability to represent the viewpoint of civil society groups or networks.

Whoever you select, the CO will want to avoid any possible conflict of interest. Stay clear of people directly connected to organizations seeking funding. Even if they can complete the job effectively, the Bank may face the appearance of impropriety. When the staff person has a personal relationship with an applicant, the situation may also become awkward. In these cases, consider an outside reviewer as a complement. In addition, a group that is diverse in terms of ethnic background, gender, geography, professional experience, and point of view can enhance the selection process.

Suggestions for working with advisers

- In addition to their help in selecting grantees, they can work on other aspects of the process, including the outreach to applicants, monitoring the activities, assisting in peer learning, and communications activities.
- Be clear about the advisers' and the Bank's role. The Bank needs to strike a balance between the autonomy of the committee and the ultimate responsibility of the Bank for the decisions that are made. It may be helpful to draft a terms of reference for advisers to clarify their relationship to the Bank and SmGP. The TOR might include the anticipated time commitment, responsibilities, reimbursement of expense, and honoraria, whether their names would be publicly announced or remain confidential, and whether the selections they make constitute recommendations or final decisions.
- Decide on a process. The committee members can meet as a group to discuss the proposals or read them individually and give the Bank feedback. The decision on how to manage this process depends on personalities and the expected number of proposals. Discussions with a group of people could also lead to learnings about the topic or new ideas.

Adapted from the Council on Foundations and Grantcraft

2. Externally Managed Program

This section to be updated in November 2006 following consultations with DGF and LEGAL.

The Small Grants Program seeks to promote innovative partnerships that would assist the Country Office to improve its effectiveness and efficiency in administering the Small Grants Program. The Secretariat encourages Country Offices to work with a local grant-making entity, such as a community foundation, in the administration of the grants. (See Box 5 on roles of co-administrators.) This partnership is seen as a way to reduce administrative costs, as well as encourage local philanthropy.



The Country Office could also benefit from the grant-making skills and local knowledge of the local grant-making entity.

Box 6

What do you need most from an intermediary: Expertise? Neutrality? Efficiency?

An intermediary can provide a variety of services to a competition. These may include:

- Helping the grantmaker [i.e., the Bank] to reach a more diverse pool of potential applicants;
- Identifying and delivering technical expertise for individual grantees or for subgroups of grantees;
- Convening grantees periodically to share information and experiences;
- Using their own communications networks to help grantees and grantmakers to reach a broader audience with information about the initiative's accomplishments. But choosing an appropriate intermediary to manage a competition is not always a straightforward decision. Grantmakers need to weigh the desire for expertise in a particular field against the need for a good administrator to manage the competition. Many potential intermediaries may not be strong in both areas.

Grantcraft Practical Wisdom for Grantmakers

Box 7

Community Foundations - Emerging Partnerships

The Small Grants Program encourages CO staff to consider innovative ways to create sustainable solutions to one of the most common concerns raised by CSOs –lack of resources. Community Foundations is one type of model that the Small Grants Program has worked with to enhance local level resource mobilization.

Emerging community foundations (CFs) are usually formed by a multifaceted group of local community development leaders, and they are funded from various sources, including private foundations, private and public sectors, local communities, and individuals. Donor agencies involved in funding CFs see the role of the CF as pivotal in ensuring a greater impact on development, particularly poverty reduction. CFs are locally based and seek long-term solutions to locally defined problems, which facilitate local ownership and eventually lead to sustainability.

The World Bank is exploring what role it might play in supporting the development of community foundations. The move to explore the potential of CFs flows from the Bank's interest in Community Driven Development. The goals of CDD are to support the broad based participation of community groups in the economic and social programs which affect their lives, strengthening democratic processes and improving governance. CFs could potentially play a role in deepening and sustaining this effort. The Bank is considering ways it could catalyze growth of CFs through raising awareness amongst Bank staff, supporting favorable legal environments in dialogue with local governments, introducing the idea of CFs to stakeholders in those countries, and providing training, know how and possibly grant funding. World Bank's Community Foundations Initiative is result of a partnership between the Bank and several foundations partners and is co-funded by both sides and is advised by a joint Advisory Committee.

Qualifying Small Grants Program partners may also apply for funding for development of community foundation in their city/area from the World Bank (DGF) - supported Global Fund for Community Foundations (for eligibility and details see <http://www.wings-globalfund.org>)

For more information on the Bank's work with Community Foundations, please contact Juraj Mesik, Community Foundations Coordinator, SDV.



V. Due Diligence Review

Although the grant amount may be relatively small, it is important that the funds be managed appropriately. See Box 8 for grant tracking tools. The following steps should be followed:

1. Conducting a [due diligence review](#) of the proposal. An example of the questions to be addressed is in the appendix.
2. Signing a [grant agreement letter](#) between the Bank and the grantee organization. This letter does not simply serve as a notification of the applicant's good fortune. It also formalizes a mutual agreement to collaborate on specific activities for a defined period. It is a restatement of commitments; a reminder of obligations and responsibilities-- a contract. The grant agreement (as well as other pertinent files) should be filed in IRIS under the Internal Order number for audit purposes. An IRIS folder has been created for all Small Grants Program Internal Order numbers.
3. Requiring the organization to complete a [final report](#) within three months after the completion of the activity. A mid-year report is not necessary. The reporting requirements may constitute an extra burden for some organizations. The purpose of the report is to learn how the money was spent and how the activity fared. Good reporting should also inform future practices and ideally, feed into learning for the Bank and others.

Box 8 Grant Tracking Tools

The CO should have some formal system for keeping track of the SmGP – the status of various grants, funding decisions, and communications with grantees. Some simple tools include:

- A spreadsheet to track proposals and grant activities to know where each applicant or grantee stands in its grant cycle. It can also track the correspondence or communication with the grantee. Queries from the grantee could be answered by any Bank staff.
- A spreadsheet can also record the amount disbursed and dates, for grant agreement letter and disbursement.
- A single document that contains the final recommendation, summary of its rationale, and the terms and conditions that apply to each of the grants. The memo is typically drawn from the grantee's proposal, other background information, supporting documents, and the reviewers' comments. This memo should be succinct enough for any staff member to understand the decisions.
- When a grant is completed, and satisfactory narrative and financial reports have been received, a letter is sent to the organization thanking them for the opportunity to work with them.

Grantcraft Practical Wisdom for Grantmakers

V. Grant Commitment and Disbursement

Please refer to the instructions on Bank-wide grant disbursement procedures available on the Resource Management website. In addition, please note that:

- Grant Agreement letter is **REQUIRED**.
- The Small Grants Program charge code is to be used for grants only.
- The Country Office is expected to incur Bank administrative costs associated with the Small Grants Program.
- The Bank's regular budget (BB) cannot be used for grants.



- There will be NO carryover to next fiscal year.
- Only designated and certified GRANT PROCESSORS can facilitate the SAP disbursements.
- Recommend that outreach and administrative process is carefully planned so that all disbursements are completed by May 15.
- **Plan far in advance to meet the May 15th disbursement deadline. Refer to the website - Resource Management site Grants & Charitable Contributions: Planning page for guidance.**

VI. Knowledge Sharing and Learning Component

The Small Grants Program, as a part of the programs funded by DGF, is required to maintain a regional and global focus for learning and knowledge sharing. In FY06, the Small Grants Program completed a publication on the Small Grants Program funded youth activities in the Latin America and Caribbean Region, “Engaging Young People as Credible and Informed Stakeholders.” The analysis documents good practices from Country Offices in LCR and from the grantees that could be helpful to other Country Offices managing Small Grants Programs or youth projects.



New resources for CSO's are also being developed. These resources are developed to assist the Small Grants Program coordinators in their outreach to civil society and in the management of the grants program. The “tips” are on topics such as grant proposal writing, fundraising, accounting and financial systems, and reporting to donors. The topics are meant to assist the CSOs when planning their project and for strengthening organizational sustainability. The series will be available on the website by October 2006.

VII. Youth Component

In FY05, the Small Grants Program initiated a youth component for the Small Grants Program. Under this component, the Small Grants Program funded regional youth initiatives. In FY07, the Small Grants Program will request ideas from all regions for knowledge sharing and learning activities that will support cross-country, cross-regional, or global initiatives dealing with youth. More information will be available in October or November.

VIII. Good Practices from the Country Offices

1. Focus on Civic Engagement for Empowerment

Civic Engagement Framework

Partnership is the most desired form of civic engagement whereby different organizations (may they be homogenous or heterogeneous in terms of beliefs, perspective, approaches, and strategies) jointly analyze and prioritize problems, agree to the approaches and strategies, and share responsibilities as well as accountabilities in carrying out the partnership agenda. The communities and other stakeholders have the shared responsibility of translating the engagement into appropriate and innovative ideas and approaches to the prioritized problem. Most often, civil society organizations lead in this process.

*Ramon Derige, Philippine Business for Social Progress
Forum on Civic Engagement
Small Grants Program/Development Marketplace, June 2001*

Civic engagement is catalytic. Youth based, faith based and rural oriented NGOs through processes (workshops and follow up activities), disseminate knowledge, information and skills to young people in remote rural areas, to displaced persons and newly resettled small scale farmers, respectively. Through engaging with these sectors of rural society, civic engagement facilitates networking with other NGOs, with local government and even the private sector. Through fostering a process of closer interaction with their clients, the self confidence, self reliance and community spirit of the poor is restored, empowering them to respond to their circumstances and to challenges of development.

*Ebrahim Jassat
Zimbabwe*

Peru

Elizabeth Dasso

In Peru, the Small Grants Program focuses on social accountability, transparency, and ethics for and by youth, echoing the country's CAS themes of civil society participation and youth social inclusion. The Small Grants program thus provides an impetus for involvement and inclusion of the youth who have not been traditionally included in the debate on social accountability. In FY 2003-2004, the Peru Country Office linked the Small Grants Program with the World Bank's Voces Nuevas (New Voices) by involving its young members as proposal reviewers of Small Grants applications. Founded in Peru, Voces Nuevas is based on an empowerment approach where young people are the leading actors, as they develop their abilities and sense of freedom. This initiative does not consider young persons as passive subjects of a specific World Bank project, but as strategic allies with fresh ideas and new perspectives. Their effectiveness and impact on national development may be enhanced through the provision of tools, training, and access to institutional forums. Through Voces Nuevas, the Bank's Country Office learned about the young people's potential and their degree of commitment in relation to development issues in the country.

Brazil

Zeze Weiss

In the Amazon Rainforest of Brazil, the traditional peoples – Indigenous Peoples, rubber tapper and riverine communities – have adopted the indigenous word, *puxirum* to call the meetings of grassroots leaders who collectively decide how to engage their communities in the discussion of public policies, programs, and projects which might impact their livelihood. In the western concept, a *puxirum* could be defined as a meeting place where communities engage their leadership into civic action.

The Small Grants Program in Brazil adopted this concept in 2005 to promote a gender *puxirum*, and recognize the work of young women from the grassroots. These women engage their communities in defense of environmental sustainability with a goal toward achieving a better quality of life for present and future generations. The program is expected to strengthen the Bank's dialogue with young social organizations and movements, recognize a group of aspiring young leaders, and promote gender equity. The program's partners include government agencies, the Global Environment Facility, UNIFEM, other donors, and Bank units as fund providers and organizers.

Zimbabwe

Ebrahim Mohamed Jassat

Civic groups in Zimbabwe are operating in a politically volatile and economically unstable society where public service delivery systems are insufficient and ineffective, and where there is a phenomenal rise in the number of poor and vulnerable. The Small Grants Program will assist these groups to network, share information, and debate key policy issues such as land reform and public service delivery; and to disseminate their experiences in working with poor and vulnerable groups.

Civil Society Organizations (CSO's) are Zimbabwe's key stakeholders in addressing major issues such as governance, transparency, NGO legislation, and gender and social protection, but there is still insufficient constructive dialogue between these groups and government. In general, civil society groups have not been able to successfully influence much of the government-led debate on policy issues. But through information sharing, networking and coalition building the capability of CSO grows and their ability to participate effectively enhances. In addition, CSO's are advocating for an enabling environment, are raising accountability issues with national and local institutions, and are developing strategies for consultation and partnership among themselves and with government and donors.

2. Linkage to Country Strategy, Programs, and Projects

The Small Grants Program has made important contributions to the Ethiopia CAS' objectives, particularly in the areas of: strengthening devolution of decision-making to the grassroots through decentralization; empowering civil society to seek improved access, quality, and accountability for service delivery from local governments; and catalyzing partnerships involving civil society, public sector, and international development agencies to address the human development challenges facing Ethiopia.

Ethiopia Small Grants Program Application

Cambodia
Vanna Nil

One of the overall objectives and strategy of the country office is to empower citizens in demanding better governance and government accountability. The Small Grant Program is a tool or an approach to: (1) increase civic engagement by enhancing the citizens' awareness and understanding of development issues in Cambodia; (2) facilitate relation and dialogue between government and civil society groups; (3) provide opportunity for civil society groups to share information and consultation on the Bank's strategy, analytical work and its operation in the country; (4) to establish partnership with NGOs in implementing development activities. This tool or approach promotes people participation, engagement, and empowerment that enable the civil society to demand better governance.

3. Grants Administration

Ana Maria Carvalho
Angola

The Country Office's (CO) outreach process: This is responsibility of the Communications Team (CT). The CT is responsible for the CO's dialogue with several development constituencies and individuals including mainly CSOs as parliamentarians, academics and members of think-tanks, NGO representatives, journalists and the general public. In this regard the CT will work closely with the Forum of Angolan NGOs (FONGA) in due time to communicate to CSOs, and to other stakeholders, the availability of funds meant to improve civic engagement and empowerment to marginalized and vulnerable groups. The Public Information Centre (PIC), is an important way of convey the Bank's messages to the public as it provides great access to information to most partners.

Administrative process: Given the limited funds available through the SmGP, and the financial needs faced by most CSOs to conduct their daily activities, the SmGP will not be widely disseminated via radio or journals, as initially planned. The dissemination process will be done through the networks of organizations which support member organizations and engage with Government on policy issues. FONGA, the Forum of Angolan organizations will continue to be the link with such organizations and will help in the dissemination process. The dissemination process will begin with a workshop event in which participants (network members mostly) are informed about the SmGP and its criteria for funding. Another short meeting will follow, in which closer and individual support will be provided by a FONGA member together with the CT to members of the network to write project proposals. A member of FONGA will continue to be part of the selection committee which among various responsibilities its members are is also responsible for analyzing, selecting and monitoring the implementation of the projects. The PIC is also used as way of disseminating the availability of the SmGP.

The Public Information Assistant, as part of the CT, will continue to work closely with the CA in communicating the SmGP, answering inquiries from the general public, receiving proposals, calling for approval meetings by the committee, sending reward letters, sending declining letters and following up on the implementation/completion reports.



4. Partnerships and Fund Leveraging

Definition of Partnership

The objective of any partnership approach is to deliver more than the sum of its individual parts, so that the development impact is greater than would otherwise have been the case. ...Partnership relationships require a level of mutual trust and respect, and a clear understanding of each other's strengths and weaknesses. Partnership is about the quality of relationships: not every relationship is a partnership. Partnerships need to be negotiated, with open dialogue and agreement on mutual rights and obligations. Key elements center around mutuality, clearly defined expectations, rights, responsibilities and accountability; these elements of balance and mutuality are seldom to be found in the initial stages. Because trust is paramount, partnerships generally develop over a period of time with a sense of longer-term commitment.

Ramon Derige

At a Small Grants Program event and referring to newly launched Country Assistance Strategy for Bangladesh, the Country Director, Christine Wallich said: "The World Bank values building partnerships with a range of 'actors' and many new programs will have a strong focus on community participation to ensure maximum voice and participation. These activities will increase coordination with NGOs and other civil society organizations, and efforts to forge a three-way dialogue between the private sector, NGOs and government."

- Nilufar Ahmad, Bangladesh

Denis Boskovski

Macedonia

SmGP has partnered this year with the Open Society Institute (OSI) and the Balkan Trust for Democracy, forming a project worth \$144,000. This project has three different but interrelated components which aim at fostering youth participation and cooperation with local communities in dealing with youth oriented issues. The **first component** (financed by SmGP) is grant giving with focus on projects that promote advocacy and campaigning for adoption of the National Youth Strategy and creation of correlative local youth policies. The **second component** (financed by OSI) provides capacity building through general and on-the-job training, and mentorship support to selected Youth NGOs. The **third component** (financed by BTF) will finance projects proposed by the Youth NGOs involved in the second component, which projects will be concrete-results oriented and will have feasible impact on the local community. Cross-cutting activities projected are instrumental for enhancing further cooperation among the project stakeholders.

COMPONENT 1: PROMOTION OF YOUTH POLICY RELATED ISSUES will aim to support activities whose primary objective is promotion and strengthening of civic engagement. Such activities should enable citizens to take initiatives to enhance and influence development outcomes, strengthen mechanisms for inclusion and participation; and strengthen partnerships with the public sector and other CSOs. Project proposals will focus on advocacy and campaigning for adoption of the National Youth Strategy and creation of correlative youth policies at local level; fostering public debates and identification of particular needs of youth in different municipalities.

As a result, 6 projects are financed. They are implemented by Youth NGOs through which the young activists will openly introduce issues such as need for increasing the quality of education; enlarging

the definition of education, to include extra-curricular activities; creation of opportunities for increasing the access to local employment; organization of specialized trainings for developing skills needed by local employers; creation of youth councils on local level, to provide youth-oriented advices to the general policies of the community, etc. All of these activities as a general aim will have raising the awareness among the other youngsters about problems that directly affect them and create space for initiatives to solve the problems on lower level.

COMPONENT 2: CAPACITY BUILDING OF YOUTH NGOs *will build upon work done in component 1 and focus on capacity building support.* It is expected that it will drive the attention of the key stakeholders of youth activity on the local level to the crucial issues to be addressed, and will latter on participate in the Second Open Call, which will invite submission of ideas for realization of projects that will give direct, tangible results to the identified problems.

As a result from Component 2, 40 members of the Youth NGOs will be trained; the personnel of 20 Youth NGOs will receive on-the-job practical training; over 20 Project Proposals for Concrete-Results-Oriented Youth Projects will be developed and local NGO-to-NGO partnerships will be strengthened. The Project Proposals submitted as part of the First Open Call will be used as starting point of quality assessment, and the Project proposals developed after the training delivered, will be used to show the filling of the gap that originally existed in the quality of conception, implementation and evaluation of projects.

COMPONENT 3: CONCRETE RESULTS ORIENTED YOUTH PROJECTS - *With the strengthened capacities, the NGOs that were part of the Component 2 will submit proposals* for Projects that are aiming at producing concrete results in their communities. It is expected that these Projects will focus on creating spaces and activities that has direct link to the needs of the youth.

Expected Results from the program

- *The goals to be identified with the National Youth Strategy will be promoted in almost every municipality in the country* - Through the promotion and dissemination activities to be implemented as part of the implementation of the projects selected after the First Open Call, Youth NGOs from vast majority of the municipalities in the country will be informed, together with the rest of the relevant stakeholders, about the crucial pillars of the National Youth Strategy. The number of applications on the Second Open Call will allow measuring the success and reach-out of the promotional activities undertaken.

- *Substantial intervention on local level in advocating youth local policies* - Minimum 6 projects initiated and implemented through out the country by youth NGOs with the emphasis on advocacy, campaigning, policymaking and cross-municipal cooperation will be implemented. The local communities will be sensitized about the youth needs and perspectives. The inclusion of these perspectives in the policy documents on local level, together with the reporting materials from the projects, will allow for determination of the impact the projects made.

-*The capacity for fund raising will be increased* - Personnel of 20 youth NGOs, totaling 40 individuals will be trained on topics such as, program management, donor approach, monitoring and evaluation.



These 20 NGOs will be able to provide better quality Project Proposal, this implicitly having access to more funding, and in the same time being able to create networks of NGOs, what will contribute to the overall capacity for fundraising in the NGO community in the country. This will be possible to be assessed through the Project Proposals to be submitted by the NGOs whose personnel has been trained as part of Component 2 and through the regular reporting to be provided by the Project.

- Cooperation will be strengthened between Youth NGOs and the local government - It is expected that through the participation of the local authorities in the definition of the Project Proposals for Component 3, the communication and cooperation will be increased not only between individual NGOs and the local administration in the place of their work, but that new alliances of regional-networks and different local authorities will be created. The submission of Project Proposals for Component 3 will be indication on the level cooperation in this direction. The general Project reporting will provide further details on this issue.

- Youth-initiated practical outcomes will be achieved - Minimum 3 projects with tangible and practical results will implemented on the basis of Project Proposals submitted by youth NGOs. This will be the most easily detected result, since the essence of the Projects will be creation of visible practical results which will exist in physical space.

Maria Colmenares **Venezuela**

The Venezuela Country Office has been able to increase the number and amount of awards to participating civil society organizations through its partnerships with UNICEF, the Canadian Embassy, USAID, FONVIS, GTZ and UNFPA. This past year, the Office has raised funds from the Van Leer Foundation (\$35,000) and Alcaldia Chaco (\$72,000) – quadrupling the Small Grants allocation. The Country Office attributes its success in leveraging resources to the following set of incentives for its funding partners:

1. Use of an effective and efficient competitive process with little operating cost to the partner and without the bureaucratic constraints of traditional institutional practices and instruments;
2. Visibility and efficient civil society outreach through the World Bank database of individuals and networks that donor organization might be interested in exploring;
3. Donor's identification with a high-profile initiative focused on civic engagement and the opportunity to support the best proposals;
4. Selection of Small Grants Program winners involving other high profile jury, but with a low time investment (no more than 18 hours);
5. Donor's freedom to allocate grants and adhere to administrative conditions and restrictions of their own organization; and
6. Lower transaction costs and higher efficiencies in donor's organizational project cycle, from identification to monitoring and evaluation



Latvia

Toms Baumanis

The Small Grants Program in Latvia has strong partnerships with other donor organizations, and among civil society organizations. For the last four years, the Bank has implemented the Small Grants Program jointly with the UNDP.

Last year, the CD invited the Minister of Society Integration to attend the Small Grants Program launch and knowledge sharing seminar. The Latvian Government has now shown a strong commitment to partner with the Small Grants Program. In the last year of the Small Grants Program, the Ministry of Society Integration has requested \$40,000 in the state budget to support local and rural NGOs under joint financing and management scheme of the SGP with the WB Latvia CO. In other words, we have leveraged 100% co-financing for the Latvia SGP in FY06. In addition, the SmGP-Latvia program has generated over USD\$327,143 of which \$110,000 came from its partnership with UNDP in the past three years, and USD\$217,143 from counterpart funds of grantees and donor co-financing the latter received.

The partnership works mainly because of UNDP's flexible criteria, which complement the more focused criteria of the Small Grants Program. Simplified and democratic selection and review process are conducted in two rounds, saving time and defining grant receivers on consensus basis. The UNDP is able to fund aspects of an activity that cannot be funded by the Small Grants Program, thus complementing Program's goals.

5. Learning and Knowledge Sharing

Nilufar Ahmad

Bangladesh

World Bank Office Dhaka has been implementing the decentralized Small Grant program since 2000, and provided assistance to 54 organizations. The 2006 award ceremony was held in the World Bank Office, Dhaka conference room on the May 31. Both previous and new recipients were invited and Bank staff from different sectors participated in the discussion. As a result, it gave a unique opportunity to the recipients to share their experiences with others (including Bank staff), lessons learnt from their innovative activities, constraints faced during implementation and what should be the partnership strategy for expanding their programs.

Future Activity: Each recipient will partner with one or two relevant sectoral staff from Bank e.g. Mass-Line media/News Network will partner with EXT/communication and PREM/governance; Institution of Environment and Development with education and environment sector etc. This will be a two way feedback process, Bank staff learning from NGOs innovative activities and share global experiences. World Bank Office Dhaka will also organize quarterly meetings with recipients for discussing their programs and sharing ideas. Finally, a day long workshop on Small Grant Program will be held at the end of financial year, bringing together all SmGP recipients, other NGOs,

government and donors for sharing experiences and lessons learned. One or two of the SmGP 2006 recipients, can facilitate this workshop and all NGOs will participate in this larger activity.

Sustainability and Impact: Majority of SmGP recipients expressed that the SGP fund helped them to initiate the activity with seed money and they were able to mobilize more fund from other sources, with which they are continuing their activities. There was more demand of their activities both from civil administration, local government as well as grassroots people. In a local governance initiative undertaken by an NGO, union *parishad*, government officials and communities are now supporting continuation of the program. NGOs have established network, federations of grassroots people, who are continuing to have dialogues with government for improving basic services; rights and languages of indigenous peoples. Some recipients were able to influence national policies about the rights of women, children, people with disabilities and vulnerable groups; and environmental protection. Advocacy materials such as publications, newsletters, booklets, TV documentary, training modules have been developed and disseminated through NGO network, internet, television, awareness program, community libraries to wider public has long term replication, expansion, sustainability and impact.

Colombia

Jairo Arboleda

Colombia Small Grants Program employed a unique capacity building approach to its outreach and management. With the theme of *Youth, Development and Peace*, and the *organizacions de base* (small, grassroots, community organizations) as target beneficiaries, the Country Office invited a plethora of organizations to apply. However, many applicants were first-time proposal writers and did not have the capacity to develop proposals nor to even interact with a donor agency like the World Bank. Many of the proposals came from Indigenous and Afro-Colombian communities.

The Bank and the Ministry of Interior's Ethnic Affairs Office select the first round of promising proposals. The Small Grants Coordinator then provides the participating organizations with technical assistance in preparing and refining the proposals, and in clarifying their project objectives, activities, and intended outcomes. All grantees are then asked to allocate U.S. \$500 each out of the grant for knowledge sharing. The amount is allocated to support two to three people from their organizations (staff, volunteer, or beneficiaries) who participate in a workshop to exchange experiences among their fellow grant recipients. These workshops also enables the Colombia Small Grants Program to monitor the grant activities, and provide technical assistance in a cost-effective way.



IX. References

Small Grants Program <http://www.worldbank.org/smallgrantsprogram>

Participation and Civic Engagement Website <http://www.worldbank.org/participation>

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Kibbe, Barbara, Fred Setterberg, and Colburn S. Wilbur, Grantmaking Basics A Field Guide for Funders, Council on Foundations, 1999.



X. Appendix

These are sample forms and documentation that the Country Offices may adapt and/or translate for their use.

- A. [Guidelines for Civil Society Organizations](#)
- B. [Application Form](#)
- C. [Final Report Form](#)
- D. [Grant Due Diligence Review](#)
- E. [Recommended Grant Agreement Letter](#)
- F. [Decline Letter](#)
- G. [Letter Requesting Additional Documentation](#)
- H. [Grant Agreement for External Administration](#)

Appendix A
SMALL GRANTS PROGRAM
Guidelines for Civil Society Organizations
FY 2007 Request for Proposals

[Add Country Office Contact Information]

Note

These guidelines are provided for the Country Office to use in administering the Small Grants Program. Country Offices may wish to add to the required criteria by focusing on specific regions, on specific groups (i.e., women, youth, or indigenous peoples), on themes (i.e, peace or governance). One of the lessons learned in administration has been that focusing or narrowing the topic could limit the number of applications. This packet also contains information as to the type of activities, with a few examples, that the Small Grants Program should be supporting in this fiscal year.

The Small Grants Program
The World Bank 2006-2007

Guidelines for Civil Society Organizations

About the Program

The Small Grants Program supports activities related to civic engagement by providing small grants administered through World Bank Country Offices.

The Small Grants Program seeds and supports activities that empower and enable citizens to take initiatives to enhance and influence development outcomes. Activities strengthen mechanisms for inclusion, accountability, and participation. Activities also strengthen partnerships with public sector, other civil society organizations, and the private sector.

Box 1 Outcomes of Civic Engagement

Civic Engagement can...



- **Promote public consensus and local ownership** for reforms and for national poverty reduction and development strategies by creating knowledge-sharing networks, building common ground for understanding, encouraging public-private cooperation, and sometimes even diffusing tensions;
- **Give voice to the concerns of primary and secondary stakeholders**, particularly poor and marginalized populations, and help ensure that their views are factored into policy and program decisions;
- **Strengthen and leverage impact of development programs** by providing local knowledge, identifying potential risks, targeting assistance, and expanding reach, particularly at the community level;
- **Bring innovative ideas and solutions to development challenges** at both the local and global levels;
- **Improve public transparency and accountability** of development activities, contributing to the enabling environment for good governance.

Before You Apply

The World Bank Small Grants Program is able to fund only a very small percentage of the requests it receives. Many requests are declined, not because they lack merit, but because they do not match either the current objectives, or the criteria of the Small Grants Program as closely as the selected proposals. Your activity may fall within the objectives and criteria, but the demand far surpasses the availability of funds.

Before applying, please take time to read the Guidelines to determine if there is a match. Also, please determine (by calling the World Bank Country Office or checking the World Bank website) whether the country in which your program operates has a Small Grants Program.

Who Can Apply?

- Civil society organizations based in a developing country and working on issues of development can apply for a grant.
- Civil society organizations must be in good standing and have a record of achievement in the community and record of financial probity;
- Priority will be given to organizations not supported by the Program in previous years (organizations are not eligible for more than three grants from the Small Grants Program within a five-year period).

What Kinds of Activities are Supported?

The Small Grants Program supports activities whose **primary objective is civic engagement**. In addition:

- Activities may include, but are not limited to workshops and seminars to enhance civic engagement skills and/or knowledge; appropriate communication campaigns to



influence policymaking or public service delivery; or innovative networking efforts to build the capacity of the particular sector.

- The activity should be completed within one year of the date the grant is awarded.
- Priority shall be given to organizations that have not been supported by the Program in previous years.

What Kind of Activities are not Supported?

Small Grants cannot fund: Research programs, formal academic training programs, operational projects, provision of basic services, ongoing institutional core support (such as equipment), scholarships, fellowships, study programs, individuals applying on their own behalf, or non-legal entities. Proposed activities should not compete with or substitute for regular World Bank instruments; the activity should be clearly distinguishable from the Bank's regular programs.

What Size of Grants are Awarded?

Most grants are in the range of \$3,000 to \$7,000 with a maximum of \$15,000. The Small Grants Program rarely funds more than half of the proposed budget for an activity, and therefore prefers that its grants help leverage additional contributions from other sources. Applicant organizations are asked to describe how a grant from the World Bank might help them to raise matching funds from other donors.

How to Apply for a Grant?

The Small Grants Program is administered out of participating World Bank Country Offices. Not all Country Offices administer the Small Grants Program. Requests and proposals should not be sent to the World Bank Headquarters, as decisions are not made at the Headquarters.

Guidelines and application forms are available from the participating World Bank Country Office in about January. The Small Grants Program makes decisions only once a year. Applicant organizations should apply at least four to six months in advance of the date of the grant activity. Applicants are advised to read the criteria and the application form carefully before submitting an application to the participating Country Office.

Grants are usually awarded by a Small Grants Committee, convened in the World Bank Country Office. Applications are screened and reviewed to ensure that the criteria are met. The Small Grants Program gives full consideration to all proposals. The review may take up to four months to complete. Given the very large number of requests, personal visits and phone calls to the World Bank Office by the grantees are discouraged.

Additional resources for CSO's are available from the World Bank website, www.worldbank.org.

Examples of Activities Supported by the Small Grants Program

Note: please add examples according to your own Country Office examples.



| |
|--|
| For Office Use Application Number: _____ Date Received: _____ |
|--|

Appendix B

Application Form

Small Grants Program

Insert Name of Country Office, WORLD BANK

Executive Summary (Please type using no more than one page)

1. Date:
2. Name of organization:
3. Contact person and title:
4. Address:
5. City, Country, Postal Code:
6. Telephone:
Fax:
Email: _____ Website (if available): _____
7. Mission statement of the applicant organization
8. Purpose of funding request and how this activity relates to civic engagement
9. Target population and number benefiting from the proposed activities
10. Expected outcomes of the activity
11. Plans for learning and knowledge sharing
12. Period this funding request will cover
13. Amount of request (Details under Activity Income)
14. If your organization has received previous support from the World Bank, please list the year, amount, and describe for what purpose:
15. Authorizing signature of the applicant organization's executive director or board chair:

Signature: _____

Name (print): _____

Title: _____

Budget for the Proposed Activity

Please (1) provide the necessary information for each budget item, and (2) indicate the funding source(s) that will cover the expense. Use as much space as necessary. All items must be related to the activity.



| <u>Item</u> | Contribution from Applicant | Contribution from Other Donors | Contribution from the World Bank | Total |
|--|-----------------------------|--------------------------------|--|-------|
| Professional Fees (list consultants and fees) Travel (specify) Equipment (specify) | | | World Bank Funding not allowed for equipment | |
| Supplies, Printing, Copying, Telephone, Fax, Postage, and Delivery (specify) Evaluation (specify) | | | | |

Attachments

Please attach the following documents to your proposal, if available:

- ✓ Complete list of the applicant organization's senior staff and board of directors;
- ✓ Most recent annual financial statement listing income sources (audited if available);
- ✓ Organization's projected income and expense budget for current fiscal year, listing income sources;
- ✓ Copy of the applicant organization's registration status;
- ✓ Latest annual report.



Appendix C Final Report Small Grants Program

Insert Name of Country Office, WORLD BANK

Organization Contact Information

1. Date:
2. Name of grantee organization:
3. Contact person and title:
4. Address:
5. City, Country, Postal Code:
6. Telephone:
7. Fax:
8. Email:

Narrative Report

Please provide the information requested for this section in no more than two single-spaced pages.

9. How did the grant contribute to civic engagement for empowerment of marginalized and vulnerable people?
10. List outcomes of activity on beneficiaires/participants.
11. What are the key lessons learned from activity implementation?
12. Describe the participation of partner organizations, including any funds that have been raised from other sources.
13. How are you using and sharing the lessons learned from this activity, both internally and externally?

Financial Report

14. Please provide a statement of accounts including contributions from your organizations and funding leveraged from other sources.
Explain any variances of 10% or more between budgeted and actual expenses for any item.
15. Please attach any relevant materials from the activities.

Authorizing signature of the applicant organization's executive director or board chair:

Signature:

Name (print):

Title:



Appendix D

Grant Due Diligence Review²

Addressing the questions detailed in each task, as well as carefully assessing the programmatic content of the proposal, constitute a thorough pre-grant investigation. Such an investigation enhances the likelihood that the project, if funded, will succeed.

Assess the managerial competence and fiscal accountability of the prospective grantee

- Are the grantee institution and project director(s) capable of carrying out the work described in the proposal?
- Are systems in place to ensure that grant funds will be managed within the terms and conditions of the grant agreement?
- Is the organization a going concern with an established governance structure and good management systems, financial systems and staff? Organizations that are not well established may be seen as too risky. Alternatively, the SmGP may provide grants to these organizations with the explicit goal of assisting them to become established.
- Is there evidence of mismanagement or fraud and abuse in the organization's recent history?
- Is the organization's legal status current?

Review the proposal and budget for internal consistency and for compliance with SmGP policies

- Is the proposed budget appropriate and sufficient for carrying out the project described?
- Do line items need to be adjusted to reflect effort or materials necessary to carry out tasks?
- Do any line items need to be disallowed as it does not comply with the SmGP?
- Is the activity at arm's length from the World Bank operations?
- Is sufficient justification provided for the budget line items, and does it support the work plan laid out in the proposal?
- Are cost assumptions in accordance with Bank policies?
- Does the budget include overhead/indirect cost? If so, could the organization find another source for this cost?

Encourage outside reviews of the proposed activity

- When appropriate, obtain reviews of the proposed activity by outside experts or other donors in the field. These reviews can evaluate the rationale for the request, the appropriateness of the approach, the soundness of the methodology, the suitability of the budget or of the proposed grant recipient, and project leadership.

Has the grantee organization or project director substantially been in compliance with the requirements and conditions of its previous or currently active grants? Or are there indicators for concern, such as consistently and unreasonably late or inaccurate narrative reports; extremely late, questionable or inaccurate financial reports; or a failure to obtain approvals required by the existing grant agreements?

Appendix E

Required Grant Agreement Letter³

To be updated.

² From *Best Practices in Grants Management*, Council on Foundations, 2001.

³ Approved by the Legal Department, 11/10/04.



Appendix F

Decline Letter

May 15, 20__

Dear _____:

Thank you for your proposal inviting the Small Grants Program of the World Bank to become a partner in supporting your project.

After careful consideration, we regret to inform you that we cannot provide the financial assistance you are seeking at this time. As you can imagine, we are currently receiving requests from many worthwhile organizations to support innovative programs. Unfortunately, we can respond favorably to only a small fraction of them.

For more information on other sources of funding, you may want to check the World Bank website <http://www.worldbank.org/ngos>.

Thank you for your interest in the Small Grants Program. We wish you success with your program.

Sincerely,

Staff Name
Title

Appendix G

Letter Requesting Additional Documentation

February 15, 20__

Dear _____:

The Small Grants Program is currently reviewing your letter/proposal dated **Month 00, 20__**,



requesting support for **PROJECT TITLE**. However, some additional documentation is required for us to complete our review. Please forward the items listed below to my attention by **Month 00, 20__**:

- (1) A proposal, with cover letter, describing the objective of the proposed project, the work plan, time frame, who would conduct the work and the products that would result. An application form is attached.
- (2a) A final budget for \$ **REQUESTED AMOUNT**.
- or*
- (2b) A final budget for the project. If the total project budget is more than \$ **REQUESTED AMOUNT**, please delineate the portion requested from the Small Grants Program and detail other support that has been committed (or requested) to date. [*Second Sentence Optional*]
- (3) Résumés of principal project personnel.
- (4) Letter regarding the legal status of your organization.

If you have any questions, please feel free to give me a call.

Sincerely,

Staff Name
Title
Contact Information



Appendix H

Required Grant Agreement for External Administration of the Small Grants Program

To be updated.

