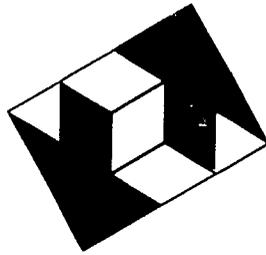


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SMALL-GRANTS PROGRAM

A PROJECT PLANNING GUIDE

April, 1981

PURPOSE OF THIS PLANNING GUIDE

This Small-Grants Program planning guide serves four important purposes:

1. To describe the Partners of the Americas Small-Grant Fund;
2. To enable project planners to present their idea in a clear and simple project format;
3. To assist people and organizations to clarify what they want to do and how they are going to do it;
4. To facilitate the review and selection process for Small-Grants by providing a common format from which to base comparisons.

INTRODUCTION

The Small-Grants Fund is a new initiative of Partners of the Americas to stimulate innovative community projects developed by local Partner volunteer committees throughout the hemisphere. The program is designed with the following objectives in mind:

- To support innovative development projects and joint planning among the partnerships;
- To provide assistance beyond traditional technical/cultural exchange;
- To provide local committees, particularly in Latin America and the Caribbean, with an opportunity to directly participate in development activities in their communities;
- To put local committees in touch with local development organizations carrying out development projects.

SMALL GRANTS PROGRAM AND COMMUNITY EDUCATION

Small grants are available for projects in all of the program areas that Partners of the Americas is active in — agriculture, health, special education/rehabilitation, sports and the cultural arts.

Community education is the process by which individuals and groups in a community become involved in identifying their own problems and needs, and learn how to utilize available resources to design and implement projects to address those needs. Effective community education results in people having a real sense of responsibility for each other's well-being, and a commitment to direct their efforts toward improving the quality of life in their community.

The four basic elements of community education are:

1. The use of existing resources.
2. Community involvement in planning and decision making.
3. Cooperative efforts among agencies and institutions to address the same need.
4. Addressing the area of lifelong education and other community needs.

The purpose of the Small-Grants Fund is to stimulate the partnerships in the use of these community education principles in the planning and implementation of small projects which address key areas of community concern in Latin America/Caribbean and the U.S. Some of these areas include health, nutrition, agriculture, income generation, special education, development of natural resources, and community organization. It is hoped that from these projects will come new approaches to old problems and that the results will provide services, activities, products, or information that will enhance efforts toward improvement in our lives and our communities.

WHO CAN APPLY?

Applications for Small-Grants are made by the local Partner Committees and must demonstrate joint planning by both sides of the partnership. Partnerships are encouraged to work with organizations and institutions with recognized capabilities in project implementation, and who have been indeed active in community work at the local level. Organizations, groups or institutions that might be involved are: citizen groups; schools; service agencies or other human resource development programs at the local, state, or federal level.

RANGE OF GRANTS

The grant requests must not be for more than \$5,000 (Five Thousand U.S. Dollars).

REQUIREMENTS

In order to be considered for funding, all proposals must meet the following minimum requirements:

1. There must be agreement of both sides of the partnership on the planning and implementation of the project.
2. The grant funds must be spent to the greatest extent possible in Latin America or the Caribbean.
3. The funds must be spent in a manner which is accountable and identifiable.
4. The Small-Grant Funds must be expended by the date indicated in the announcement.

PLEASE NOTE: Small-Grant funds **WILL NOT** be awarded for international travel.

CRITERIA FOR REVIEW AND SELECTION OF PROJECTS

By using a committee process for review and selection of projects to be funded, each proposal is considered on the basis of how it compares to others in meeting the following criteria:

1. That there be evidence of involvement and participation in the planning and implementation of the project on the part of those members of the community to directly benefit from the project activities.
2. That the project give evidence of additional support from other agencies in-kind contributions, matching funds, volunteer services, etc. (Extent of use of local resources).
3. That the project give evidence of cooperative efforts among local institutions and agencies to address the same need.
4. That the project set into motion activities which go beyond the life of the grant. (Continuity)

A PROJECT PLANNING GUIDE

Partnership Planning

Partners project plans are made with the widest participation possible. All Partners plans can increase chances for success by using energy and available resources to their best advantage.

One of the first steps that needs to be made by a partnership in the process of planning a project is to look at the kinds of resources which are available in each local community which can be shared and utilized. In every community, organizational resources are already dedicated to answering the concerns of the community. Through workshops and direct communication between partnered committees, we can better understand the priorities addressed by each Partner. This enables Partner planners to coordinate their resources -- people, ideas and materials -- which respond to the priorities of their respective communities. The result is effective planning, and successful projects.

Project planning is a continuous process of obtaining, organizing, and using information systematically to make decisions about:

- The justification for planning this project. What need is being addressed by the project.
- What outcomes (goals) are desired;
- What objectives must be achieved in order to reach the goal;
- What activities should be implemented in order to achieve the objectives - who is going to implement those activities and when;
- What resources are needed to carry out the planned activities;
- What is the grant amount needed to accomplish this project;
- Whether the project is being implemented as planned, and, if not, what changes need to be made.

A project proposal answers those same questions. The following steps will enable your group to prepare a proposal for your project. The Small-Grant Proposal Form reflects these steps.

STEP #1: NEEDS STATEMENT

Why is this project being undertaken?

What is the background information that will justify the funding for this project?

What community need is being addressed through this project?

How was this need determined?

EXAMPLE

NEEDS STATEMENT

The contribution to the local economy by the women of the rural community of Fatima has been displaced through the introduction of a mechanized technology. Corn grinding was previously done manually and was their responsibility. A corn grinding machine was introduced but the training was provided for men only. The change has left the women with more time on their hands but the level of self esteem has decreased as they no longer see themselves as contributing to the economy. They have organized a group which has requested some assistance in establishing an income generating sewing shop.

STEP #2: GOALS

Goals - are broad, general statements of desired outcomes.

To determine goals, the needs and concerns of the individuals involved must be identified.

- This can be done through the use of surveys, interviews, and/or group discussions.

NOTE: Be sure to include all persons directly affected by the project in the goal-setting process. This will enhance understanding, interest and commitment when actions and resources are needed to help achieve the goals that are set.

All goals are achieved through one or more objectives.

EXAMPLE

GOAL

To provide an opportunity for women in the community of Fatima to increase family income and thereby contribute to the overall community economy.

STEP #3: OBJECTIVES

Objectives -- are concrete statements of specific desired outcomes which are parts of achieving a goal.

Objectives are formulated through the process of analyzing the goal statement and breaking it into workable parts.

- A. One should first identify all desired outcomes which are necessary to achieve a goal.
- B. Next, an objective statement should be written for each desired outcome. It should be clear, including who is to benefit from the outcome and when the outcome is to be achieved.

All objectives are achieved through a series of activities

EXAMPLE

- Objective 1. To Conduct a five-month training course for women in the production of clothing for children aged 5-13 years. April-August.
- Objective 2. To establish a cottage industry workshop in which clothing can be made and sold. August.

STEP #4: ACTIVITIES

Activities are what must take place for each objective to be a success — what tasks must be performed.

The activities of a project are a very specific checklist of necessary assignments.

- It is important at this time to identify the persons responsible for performing each activity, and to decide what the starting and completion dates are for each of the major activities.

Activities are achieved with specific resources.

EXAMPLE

Objective 1. To conduct a five-month training course for women in cutting material, sewing, and embroidery. April - August.

Activities

- A. Obtain the donated services of 2 instructors to train the project participants.
- B. Purchase 4 sewing machines, 1 embroidery machine, material, and supplies for sewing.
- C. Conduct 3-hour training sessions 3 times per week.

Persons Responsible

- A. Ms. Brown of the Social Development Office to be responsible for contracting the instructors.
- B. Ms. Jones of local Partners committee and Mr. Smith will be responsible for purchasing and accounting.
- C. Instructors will set the time and dates for classes.

Dates for Completion of Activities

- A. Instructors obtained by February 29.
- B. All purchases to be made by March 15.
- C. Classes to begin April 1 and end August 30.
- D. Completion of objective: August 30.

STEP #5: RESOURCES

People, Materials and Money

Project planners must identify the basic resources needed to perform each major activity. The Small-Grant Proposal Form requires that you describe these resources. These questions should be considered when preparing the proposal.

People

- Who will be involved?
- What skills are involved?
- What will they be doing?
- How much time (estimated) will they spend on the project?

Materials

- What equipment, supplies, facilities will be needed?
- Who will be expected to provide them?
- Who is responsible for obtaining them?
- Who will be responsible for maintenance and repairs?

Financial: Budget

- What funds are needed?
- How will they be used?
- From what source will they come?

A careful analysis of these items results in a clear and detailed budget breakdown.

EXAMPLE

Resources

Personnel

- 2 instructors
- 1 person responsible for accounting
- 25 participants

Materials

- 4 sewing machines
- 1 embroidery machine
- 1 iron
- 1 worktable
- 1 ironing board
- cloth
- scissors, thread, etc.

Financial Requirements

- Rent for workshop space
- Electricity bills
- Sewing equipment and materials
- Instructor's salaries

STEP #6: BUDGET

The purpose of the budget breakdown form is to present your budgetary needs in a clear and concise way. It is important to make sure that your budget reflects the needs of the objectives of the project.

This form will enable both the project planners and the reviewer/selector to see what the financial needs of the total project are and how much is requested from the Small-Grants program. You should determine the value of in-kind support provided and include it in the budget as well.

Periodic assessment of progress toward objectives results in a successful effort. Reporting requirements follow.

EXAMPLE

BUDGET

<u>Line Item Description</u>	<u>Anticipated Cost</u>		
	<u>Small-Grant Request</u>	<u>Other Sources</u>	
Locale Rent (donated)	-----	\$1,000.00/yr.	
Electricity (estimated)	-----	360.00/yr.	
 <u>Equipment:</u>			
- 4 sewing machines	\$880.00		
- 1 embroidery machine	800.00		
- 1 iron	25.00		
- worktable/iron board	40.00		
 <u>Materials:</u>			
- cloth	\$748.00		
- scissors, thread, etc.	132.00		
 <u>Personnel:</u>			
- 2 Instructors @ \$6,000/yr.		6,000.00	<u>Total Project Cost/yr.</u>
- Accountant/Supervisor \$3,000/yr.		3,000.00	
<hr/>			
T O T A L:	\$2,625.00	\$10,360.00	\$12,985.00

STEP #7: REPORTING

Progress Reporting Plan

It is required that two reports be submitted over the grant period.

The first, or interim report, should be submitted no later than three months after the grant is approved.

A final narrative report will be submitted to the national office within 30 days after the termination of the grant period, along with a final accounting of all expenses during the grant period.*

These brief progress reports should reflect the following points:

1. Project Background
2. Objectives and Accomplishments
3. Evaluation and Recommendations
4. Any attachments, audio/visual or other materials developed as a result of the project.

The partnership should designate a person responsible for these reports.

* Please Note: A special form will be provided for the financial report to be submitted with the final report. **It will be necessary to submit original receipts, vouchers, etc. with the financial report.**

EXAMPLE

Progress Reporting Plan:

Project Starting Date: October 1, 1981
Interim Report: December 31, 1981
Final Report/Financial Report: April 30, 1982

Person Responsible for Reports:

Joe Smith, Chairperson
Community Education Sub-Committee
1234 Main Street
Partnerville, U.S.A.
(987) 654-3210

SELECTION PROCESS

A final recommendation on projects to be funded is made by the Small-Grants Review Committee, composed of persons representing various professional backgrounds and countries. The Partners national office contacts the partnerships selected and reviews the recommendations of the committee with those involved in the project planning. The recommendations may be:

1. To fund a Small-Grant request in its entirety;
2. To fund selected objectives of a proposal;
3. To finance a project at a lower level of funding.

If the modifications are acceptable to the project planners, a letter of commitment is forwarded to the partnership. This letter of commitment is signed by the Partners leadership and a copy returned to the Partners office. A check for the agreed-upon amount is then sent to the signer.

**SMALL-GRANT REQUEST FORMS ARE AVAILABLE FROM
THE PARTNERS NATIONAL OFFICE.**

Partners of the Americas
Attn: Small-Grants Program
2001 "S" St., N.W.
Washington, D.C. 20009

NOTES