

**GRANT SELECTION
AND
MANAGEMENT
TEMPLATES AND TOOLS**



GRANT SELECTION AND MANAGEMENT TEMPLATES AND TOOLS

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Preparing for GRANT SELECTION

Once the area / geographical region has been decided/identified the next step is to get a list of NGOs and other stake holders working in that area / field / geographical region.

1. Identifying NGOs in the target region

In order to do so, following methods/sources can be used:

- i. **Advertisements in national dailies/publications:** This is the most widely used option and also an option which gives fair chance to the biggest possible group of interested organisations.
- ii. **Notice on website:** A notice/announcement can be put on the organisation's website and/or on the website of any related network/forum/organisation etc.

In case it is not possible/feasible to advertise (as was the case for REACH India) then following approaches can be used:

- iii. **Internet search:** The World Wide Web can be used to search for Indian NGO directories online. Some online sources are IndianNGOs.com, Indev.org and Cafonline.org / cafindia (the site of Charities Aid Foundation, India.) All of them can provide names of NGOs with addresses and telephone numbers.
- iv. **NGO alliances / Networks:** List of NGOs can also be sought from Indian and international NGOs/foundations/Networks, based in the target regions. Also a common mail can be circulated to the members of these networks through the network head/in charge.
- v. **Exploratory visits:** A visit to concerned Government Departments would also help in providing list of NGOs and also to understand the scenario in the respective region.

Collation of the information from the above-listed sources would result in a central database. This comprehensive list could then be used to invite the proposals and also later on to fact-check the names, addresses and other information of the NGOs who would apply.

2. Establishing the selection criteria and process

A concurrent step would be to put in place criteria for assessing and selecting the NGOs.

Depending on the project area, field, coverage, grant amount etc. a set of guidelines/selection criteria will have to be developed. These criteria will lead to development of a set of form/s (pre-grant application, grant application etc.) in order to be able to cull out the necessary/required information that can be assessed. Some additional governance body may also have to be constituted to have a multidimensional approach to the project/organisation.

i. PRE GRANT APPLICATION

To do the initial screening, a **pre-grant application form** needs to be developed. This should be able to seek general information about the organisation.

Following is the list of criteria that was used by REACH India. This list is not exhaustive and is illustrative / exemplary in nature specific to education projects.

The NGO should

- Possess a valid Foreign Contribution Regulation Act (FCRA) Number. (Necessary in case of foreign funding)
- Be registered under the Society Registration Act/Trust.
- Have a minimum of five years experience in working with disadvantaged children between the ages of 6 and 14 years, especially girl children.
- Currently impact a minimum of 3,000 children.
- Have experience working with projects that have budgets of at least Rs. 20 lakh per annum for the last three years and have viable financial systems in place.
- Have a proven track record of success in implementing educational programs that complement the government's goal of achieving UEE by the year 2010.

The criteria could be modified for rural and urban areas.

Pre-grant Application Form

PRE-APP FORM - Microsoft Word

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100% Times New Roman 41 B

REACH India
Reaching & Educating At-risk Children • An EQUIP1 Associate Award

PRE-GRANT APPLICATION FORM FOR POTENTIAL NGO PARTNER

Please write your responses in block letters.

1. Name of the organization: _____
2. Address: _____

3. Pin code: _____
4. Phone no.: _____ Fax no.: _____
5. E-mail: _____ Website address: _____
6. Head of the organization: Mr. / Ms. _____
7. Contact person: _____
8. Phone no.: _____ Mobile no.: _____
9. No. of full-time staff: _____ No. of part-time staff: _____

Draw AutoShapes

Page 1 Sec 1 1/4 At 0.8" Ln 1 Col 1 REC TRK EXT OVR

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ii. GRANT APPLICATION

For the second round of screening a **grant application** will be needed. This should be designed to give details regarding the proposed project activities, strategies, objectives etc.

Following are the indicators that were used by REACH India for designing the grant application form. This list is not exhaustive and is indicative / exemplary in nature.

- The organization's past experience in the relevant (education, health, environment etc.) sector and/or its ability to use past experience to engage in the sector.
- Evidence of past performance as documentation in support of the organization's personnel and financial policies.
- The relevance of the activities proposed and their link to project's goals and objectives.
- Sustainability of the proposed project and the quality of the financial proposal.

Keeping in view the indicators / objectives the grant application form should have the following:
(This list is not exhaustive and is indicative / exemplary in nature.)

- Introduction to the project and the grant opportunity.
- General instructions for completing the application.
- Checklist of required attachments.
- Evaluation criteria
- A cover sheet (basically a form) (This provided key organization and project information at a glance).
- Certification sheet (for NGOs to sign and stamp the application).
- The Project Proposal which comprised five parts: Executive Summary, Statement of Need, Case Statement, Project Description and Other Funding Sources.

In order to provide help to the applicants and to bring clarity to the project proposals some templates / samples can also be attached to the grant application such as

- Implementation plan
- Finance and budget instructions
- Budget template
- Monitoring and evaluation template

Along with the application format and sample templates, a comprehensive set of instructions should also be prepared that can be used by grant applicants in submitting their proposals. The instructions should clearly lay out the vision and purpose of project; guide the grant applicants through the process of developing detailed programming and action plans, monitoring and evaluation plans and budgets; and explain the approximate amount of financial resources they could hope to receive. The instructions would be directly linked to the grant selection criteria.

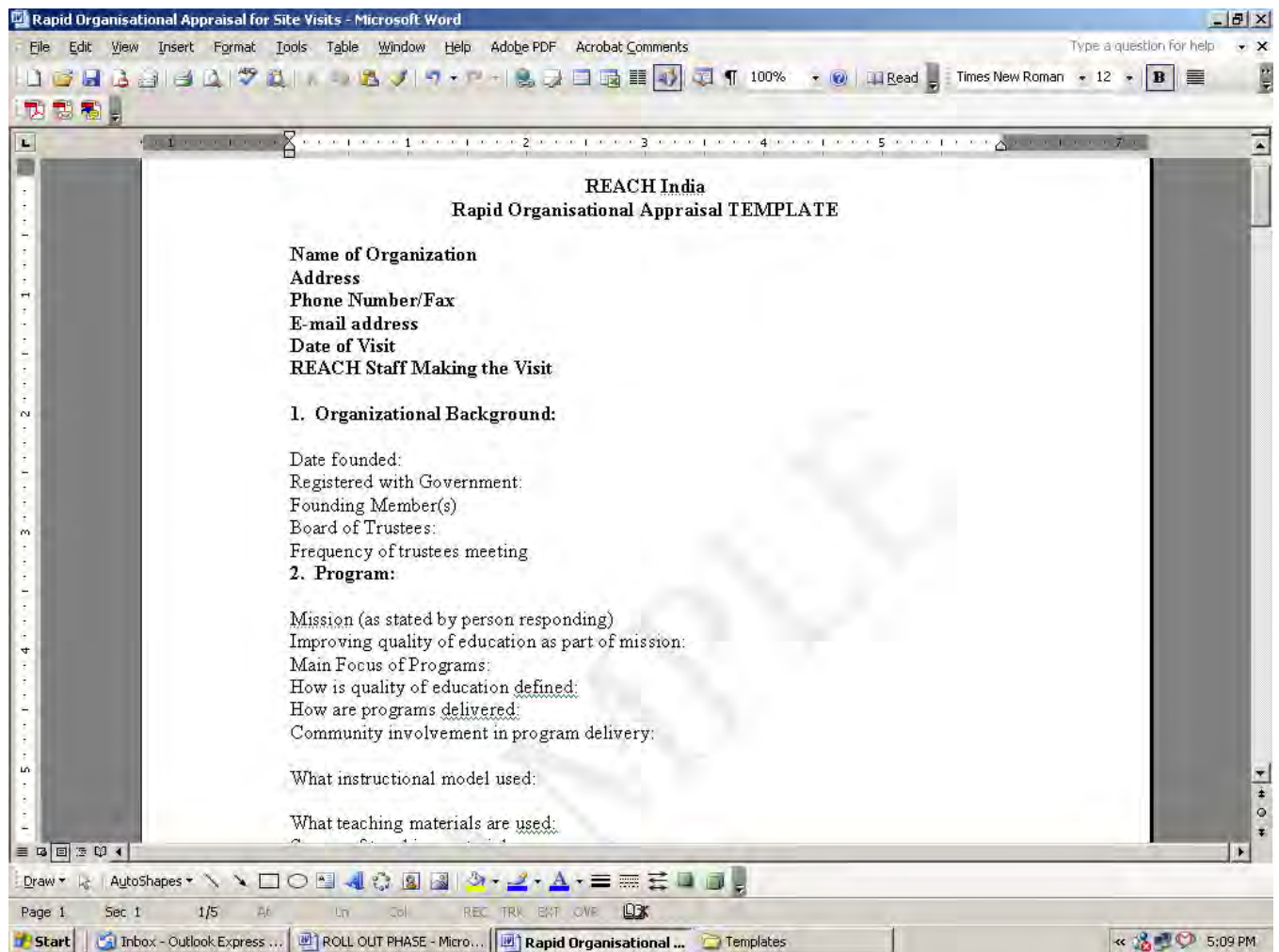
iii. RAPID ORGANISATIONAL APPRAISAL TOOL

To fully comprehend the program / activities, site visits will have to be undertaken. To cull out the maximum information during the visits which would further help in making decisions this tool was used by REACH India.

The Rapid Organizational Appraisal tool focuses on program capacity and covers the following sections:

- Organizational background
- Program
- Target beneficiaries
- Staff
- Teacher facilitator training
- Infrastructure
- Financial systems
- Representational
- Institutional planning processes

Rapid Organizational Appraisal tool



iv. TECHNICAL REVIEW FORMS

The review form can be developed keeping in view the requirements and needs of the grant opportunity. The form will have various indicators which need to be checked and observed in order to get a clear understanding of the organisation's strength and past records. There can be separate headings in the form, each covering a separate section of the proposal with a specific number of points allocated to each and space for comments and questions that may be asked by the reviewer.

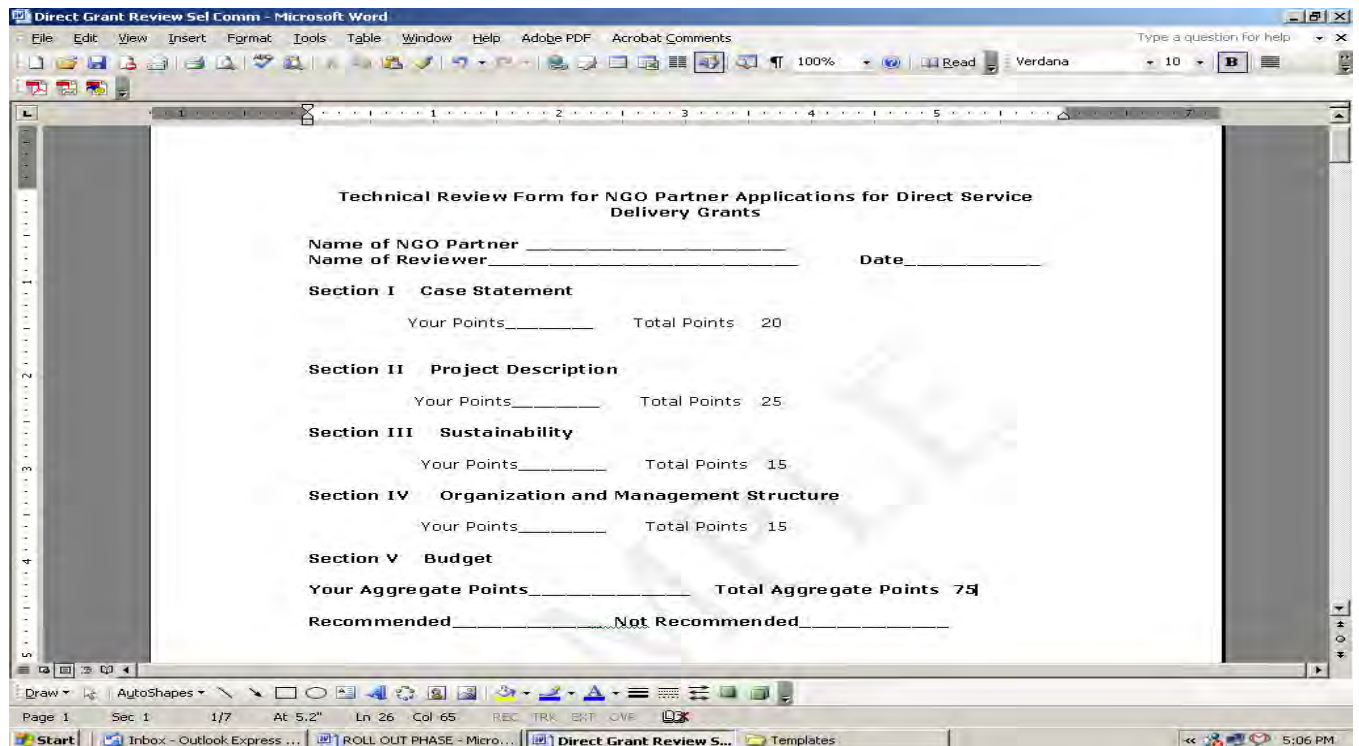
The reviewer evaluates the relevant sections of the proposal and allocates points accordingly, which further helps in making the final selection.

REACH India developed two types of technical review forms for reviewing the two types of grant applications - Direct Service Delivery and Capacity Building Support grant applications. The form had following evaluation heads with points allocated to each

- Case Statement – 20 points
- Project Description – 25 points
- Sustainability – 15 points
- Organization and Management Structure - 15 points
- Budget - 25 points

Both the REACH India team and the Selection Committee members used the same forms to review the proposals. The final scoring by each member was then done by adding up the total of the various sections.

Technical Review Form



Technical Review Form for NGO Partner Applications for Direct Service Delivery Grants

Name of NGO Partner _____
Name of Reviewer _____ Date _____

Section I Case Statement
Your Points _____ Total Points 20

Section II Project Description
Your Points _____ Total Points 25

Section III Sustainability
Your Points _____ Total Points 15

Section IV Organization and Management Structure
Your Points _____ Total Points 15

Section V Budget
Your Aggregate Points _____ Total Aggregate Points 75

Recommended _____ Not Recommended _____

I. ROLL OUT PHASE

A. Inviting the NGOs for Grant Opportunity

Once your master list, a pre-grant selection criteria and a pre-grant application form is in place **Invitation letters can be sent to** the master list of NGOs that has been put together from various sources.

Once the pre-grant applications have been received, a proper listing needs to be done of all the received applications.

- Annexure:**
1. Grant invitation Letter
 2. Pre-grant application Form

B. Initial Screening Process

All the pre-grant applications need to be reviewed, discussed internally and the information entered into the spreadsheet. This helps in selecting the NGOs which can be asked to submit grant applications.

Excel spread sheet for putting in the data from Pre-grant application form

Details of NGOs on the basis of Pre-Grant Applications											
S.#	NGOs -> Criteria	ADDRESS	PHONES	Registrati on under Soc. Act/Trust	FCRA (Yr. of Issue)	Geo.area (Delhi/ other)	Annual Budget (Latest)	5 yrs experience (Ed./Other)	Impacting min.3000 children	Activities	Target Groups
1	Children Development Society	Makeri Shejwad PO,Karwar 581 306	08382 282373 (O), 282536 (R)	1986	1987	Karwar & Joida Taluks		19	2319	1,3,4,5,6,11, 12	3,4,6,7,9
2	Rehabilitatio Development Centre	Guttur Colony, HARIHAR-577601	08192-240003/4	1992	2000	North Karnataka	1 crore	13	850	1,2,3,4,9	1,4,5,6,7,9,orphan children
3	Education Society	House No.54,Station Road,Mukund Nagar, Bijapur-586101	0352-256453	1969	1985	Bijapur district & Mudhol taluka of bagalkot district	25 lakhs	14	1250	1,2,3,4,5,8,9, 10,11	2,3,4,5,Children of devdasi,child laborers & adult literates.
4	Belapur Oniyavara Seva Coota	Anjani Nilaya, Booragama kalahalli,Olayadi(P),Dist-	08154-2451868			Chintamani block,KoLAR DT,Gudibonde block,Molakal mur,Rampura, Jewargi ,Rayadurga					1,3,4,6,7,8,10,Ad option of girl

Annexure: 3. Excel spread sheet for putting in the data from Pre-grant application form

Based on these discussions and the eligibility criteria, pre-applicant organizations were classified into three categories:

- i. **Eligible NGOs:** Those NGOs who have met the eligibility criteria completely and thus a letter must be sent to them detailing the next step.
- ii. **NGOs that could be potential sub-grantee or resource organizations:** These organizations consisted of NGOs whose applications showed considerable potential, but fell far below the current eligibility criteria. A list of these organisations should be kept intact for future use or for sharing with other donors/funders.
- iii. **Ineligible NGOs:** Those organizations that do not match the eligibility criteria at all. They must be informed that they had been found ineligible.

Annexure: 4. Letter of Regret

A separate list of each of the above categories should be made to avoid any kind of confusion.

In addition to using the pre-application for selecting NGOs for the next round, information from the pre-application can also be used to:

- Conduct an informal needs assessment; for example, review the organization's report writing, financial, and monitoring and evaluation capabilities.
- Create profiles of NGOs based on information provided in the application.
- Create a directory of NGOs working in education (in the specific target region) that will be circulated to participants at the respective region's workshop.

C. Interactive Sessions: Introductory and Technical Assistance Workshop

The NGOs selected in the first round (pre-grant process) now need to be given an insight into the kind, type and nature of potential grant. To do so a workshop can come in very handy.

In this workshop, the potential partners should be given an introduction to the donor/ funder / organisation; details about the grant application and selection process; guidelines/assistance in proposal development; and clarification of their queries/doubts etc.

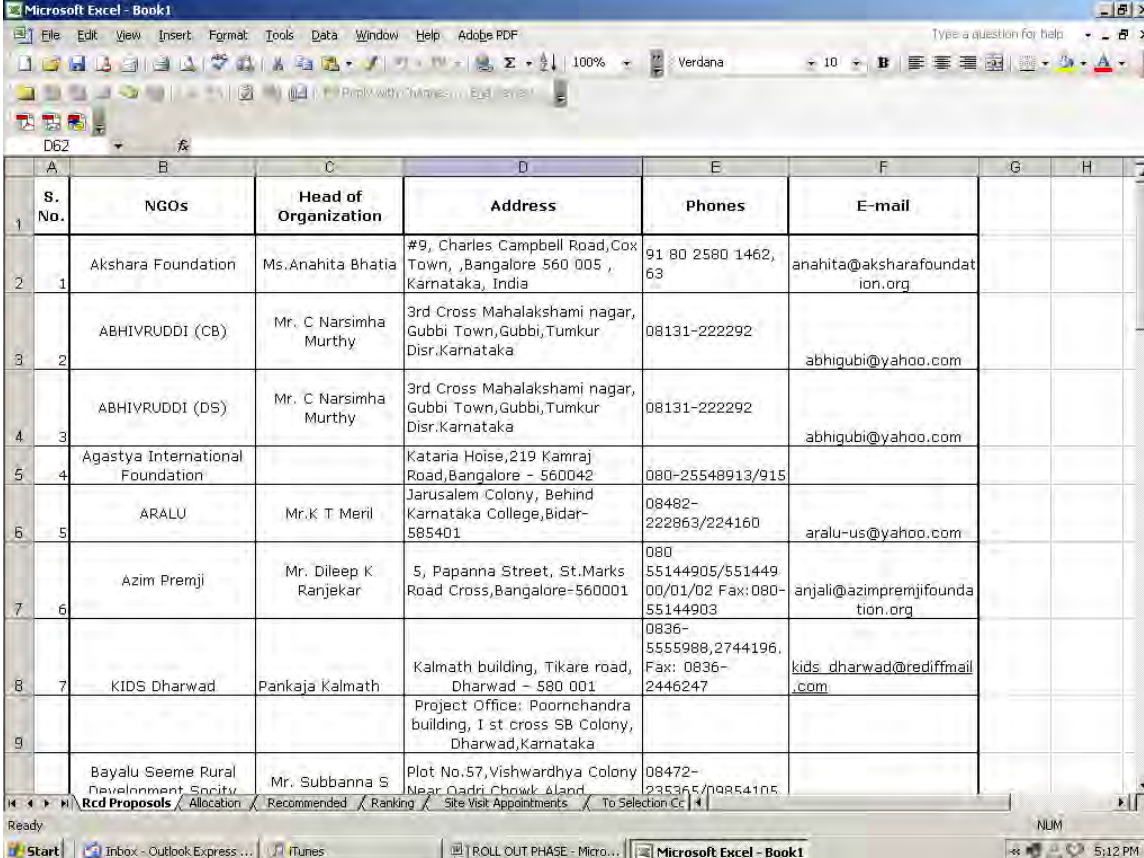
Invitation letters will be sent out to all the Eligible NGOs.

- Annexure:**
- 5. Invitation letter sample
 - 6. Grant Application Form

D. Review Process

Once the filled out grant application forms are received proper listing needs to be done once again of all the received applications/proposals.

List of Received Proposals



S. No.	NGOs	Head of Organization	Address	Phones	E-mail
1	Akshara Foundation	Ms. Anahita Bhatia	#9, Charles Campbell Road, Cox Town, Bangalore 560 005, Karnataka, India	91 80 2580 1462, 63	anahita@aksharafoundation.org
2	ABHIVRUDDI (CB)	Mr. C Narsimha Murthy	3rd Cross Mahalakshmi nagar, Gubbi Town, Gubbi, Tumkur Disr. Karnataka	08131-222292	abhigubi@yahoo.com
3	ABHIVRUDDI (DS)	Mr. C Narsimha Murthy	3rd Cross Mahalakshmi nagar, Gubbi Town, Gubbi, Tumkur Disr. Karnataka	08131-222292	abhigubi@yahoo.com
4	Agastya International Foundation		Kataria Hoise, 219 Kamraj Road, Bangalore - 560042	080-25548913/915	
5	ARALU	Mr. K T Meril	Jarusalem Colony, Behind Karnataka College, Bidar-585401	08482-222863/224160	aralu-us@yahoo.com
6	Azim Premji	Mr. Dileep K Ranjekar	5, Papanna Street, St. Marks Road Cross, Bangalore-560001	080 55144905/55144900/01/02 Fax: 080-55144903	anjali@azimpremjifoundation.org
7	KIDS Dharwad	Pankaja Kalmath	Kalmath building, Tikare road, Dharwad - 580 001	0836-5555988, 2744196, Fax: 0836-2446247	kids_dharwad@rediffmail.com
8	Bayalu Seeme Rural Development Society	Mr. Subbanna S	Plot No. 57, Vishwardhya Colony Near Dadri Chowk, Aland	08472-235365/08854105	

These proposals would now be reviewed on the basis of pre-set criteria.

i. Technical Review

All the received proposals will now be reviewed with the help of the Technical Review Form.

- a) For Direct Delivery Grants
- b) For Capacity Building Support Grants

List of Received Proposals allocated to 2 staff members for review

S. No.	NGOs	Primary Reviewer	Secondary Reviewer
1	ABHIVRUDDI (Capacity Building)	Manjir	Sangeeta
2	ABHIVRUDDI (Direct Delievery)	Manjir	Sangeeta
3	Agastaya	Nandini	Rajjee
4	Akshara Foundation	Manjir	Anjali
5	Anekal Rehabilitation Education & Development Centre(READ)	Sangeeta	Manjir
6	ARALU	Manjir	Nandini
7	Belgaum integrated rural development society (BIRDS)	Sangeeta	Amit Kumar
8	Drishiti	Anjali	Manjir
9	Karwar Diocesan Development Council(KDDC)	Arpana Luthra	Manjir
10	KIDS Dharwad	Dennis	Amit Kumar
11	Madhyam	Dennis	Rajjee
12	Resource Service center (Direct Delievery)	Anjali	Arpana Luthra
13	SNS Foundation (Capacity)	Dennis	Nandini
14	SNS Foundation (Direct)	Dennis	Nandini
15	Sri Maitri Association	Anjali	Arpana Luthra
16	Sri Renukadevi Womens & Children Welfare Development Foundation	Arpana Luthra	Sangeeta
17	Swami Vivekananda Youth Movement	Dennis	Arpana Luthra
18	The Teacher Foundation	Sangeeta	Anjali
19	Tropical Research & Development Centre	Amit Kumar	Dennis
20	Vidya Liberation Through Cultural Action	Rajjee	Arpana Luthra
21	Vidyaniketan	Amit Kumar	Dennis
22	Vikasa Rural Development Organisation	Arpana Luthra	Nandini
23	Vikasana, (Institute for Rural Development) (Direct Delievery)	Sangeeta	Anjali

Under the REACH India project each proposal was reviewed by two staff members to give a fair chance of selection.

Annexure: 7. Technical Review Form for Direct Delivery

8. Technical Review Form for Capacity Building

RANKING

Once all proposals have been reviewed, a ranking is done and on the basis of the number of proposals that were received a cut off limit is set. All the proposals that are below the cut off limit are rejected.

Ranking List with cut off

The screenshot shows a Microsoft Excel spreadsheet titled 'Microsoft Excel - Book1'. The spreadsheet contains a table with the following data:

S.No	NGO	SCORE
1	Akshara	60
2	SNS	54
3	KDDC	52
4	ARALU	50
5	Vidyaniketan	49
6	The Teacher Foundation	49
7	Tropical Research & Development Centre	48
8	Swami Vivekanada	47
9	Azim Premji	46
10	Agastaya	45
11	KIDS Dharawad	43
12	Vikasana OSED	43
13	ABHIVRUDDI (Direct Delievery)	43
14	Anekal	42
15	Vidya Liberation through Cultural Action	40
16	Vikasana IRD (Direct Delievery)	37
17	Vikaasa	35
18	Belgam BIRDS	34
19	Sri Maitri Association	33

A box labeled 'CUT OFF LIMIT' is placed over the score 40 in row 15. The spreadsheet also shows a navigation pane at the bottom with tabs for 'Rcd Proposals', 'Allocation', 'Recommended', 'Ranking', 'Site Visit Appointments', and 'To Selection Cc'. The 'Ranking' tab is currently selected.

The proposals above the cut off limit are selected for the next round of site visits/rapid organisational appraisals.

ii. Site Visit Review

The site visits have a multifold purpose:

1. To do some 'ground-truthing' of the NGO's activities
2. To provide the NGO an opportunity to discuss/explain in details their proposed activities/proposals.
3. To check the financial systems of the organization.

On the basis of site visits, an NGO specific report is prepared.

Site Visit Appointments

S.No	NGO	Address	Contact	Phone	Mobile No.	Appointment Confirmed	Team from RI
1	Akshara Foundation	Ms. Anahita Bhatia	#9, Charles Campbell Road, Cox Town, Bangalore 560 005, Karnataka, India				
2	SNS Foundation (CB)	Mr. Jagdish Anand	88-89 Industrial Development Colony, Mehrauli Road, Gurgaon, Haryana - 122001 India				
3	Karwar Diocesan Development Council (KDDC)	Rev. Fr. Lawrence Fernandes	Bishop's House, Karwar-581302, North Karnataka				
4	ARALU	Mr. K T Meril	Jarusalem Colony, Behind Karnataka College, Bidar-585401				
5	Vidyaniketan	Mrs. Susheela .S	Society for Education & Social Developmemnt, Jaraganahalli, JPNagar Post, Bangalore-560078				

To be able to understand and subsequently analyse the activities of a short listed organisation during the site visit a **Rapid Organisational Appraisal Checklist** and a **Financial checklist** can be put to use.

Annexure: 9. Rapid Organisational Appraisal Template

10. Financial Checklist

iii. Selection Committee Review

Simultaneously the short listed proposals are sent across to the Selection Committee Members for their review and comments.

Selection Committee: An additional Governance Body

In order to give more transparency to the process, to give a fair chance to all the NGOs, to give due respect to past experience and competency of NGOs and to have a proper understanding of the geographical and political aspects another governance body needs to be put in place.

This body would be a group of people who have expertise, experience and interest in the current grant opportunity. The Committee could be a temporary body and can be disbanded once the selection process has been finished.

REACH India constituted one such committee which had a different set of members for each region depending upon the need and expertise.

Annexure: 11. Rationale and Terms of reference Additional Governance Body

E. Final Grant Selection

Once all the short listed NGOs have been visited and selection committee members have gone through the proposals, the site visit reports and rapid organisational appraisals, a final selection meeting needs to be held. In this meeting, each proposal should be discussed in detail and a combined ranking should be given for all proposals. The final ranking will be based on site visit reports, individual committee member's response and group ranking by project staff and selection committee members.

NGOs are ranked after a detailed description and a final list of highest ranked NGO is prepared and the same can be communicated to selected NGOs.

Annexure:

12. Congratulation Letter for Selected NGOs
13. Invitation Letter for Grant Agreement Meeting



REACH India

Reaching & Educating At-risk Children - An EQUIP1 Associate Award

Invitation to Apply as Partner NGO

2 June 2005

Greetings!

We are writing to let you know about a new grant opportunity in the area of basic education. REACH India¹ is a project funded by the United States Agency for International Development (USAID)² that aims to improve access of vulnerable children to quality basic education. The project complements the Government of India's Sarva Shiksha Abhiyan or Universal Elementary Education (UEE) programme.

The objective of REACH India is to attract and retain disadvantaged children in formal and alternative educational programmes by strengthening the capacity of Indian NGOs³ in selected urban and rural areas.

The project will **provide grants and technical assistance** to NGOs that address the basic education needs of at-risk children -- defined for this purpose as children (especially girls), up to 14 years of age, who are either out of school or are in school but in danger of dropping out.

REACH India aims to do this by:

- ▶ Strengthening NGOs to scale up delivery of educational services to out-of-school children and improve the quality of education in schools.
- ▶ Building the capacity of smaller NGOs to do likewise.
- ▶ Promoting the adoption of best practices within the NGO and educational communities.

Type of grants

Projects funded under REACH India must support NGOs working to improve access, enrolment and retention of vulnerable children in formal schools or prepare at-risk children through alternative programmes for entry into the formal education system.

¹ The REACH India project is being jointly carried out by the American Institutes for Research (AIR), Juarez and Associates, Michigan State University, and World Education, under the auspices of the Educational Quality Improvement Program (EQUIP1). For more details, you may access the EQUIP1 India website at: <http://www.equip123.net/webarticles/anmviewer.asp?a=316&z=16>

² Associate Award No. 386-A-00-03000169-00

³ The term NGO also includes not-for-profit organisations and foundations.

REACH India will provide two types of grants:

- 1) Direct Service Delivery Grants:** REACH India will provide funds and technical assistance to NGOs for increasing and strengthening their capacity in delivering educational services to vulnerable children in formal and alternative educational programmes.
- 2) Capacity Building Support Grants:** REACH India will provide funds to enable NGOs with sufficient capacity to mentor and support smaller, grassroots NGOs in providing basic education services to vulnerable children in formal and alternative educational programmes. Organisations receiving Capacity Building Support Grants will help selected grassroots NGOs in a variety of ways: a) strengthen the organisational and programmatic capabilities of the smaller, grassroots NGOs they choose to work with; b) build networks of local and regional NGOs and through those networks build the capacity of local educational systems; and c) provide sub-grants to the NGOs they are mentoring to support direct implementation of educational services for vulnerable children.

Illustrative areas of capacity building include program and financial management, planning, community development, report writing, proposal writing, performance monitoring, and educational services.

An eligible NGO may apply for one or both types of grants.

Selection Process

Our selection process will be fair, transparent, and rigorous, and will occur in three phases.

This information packet is part of the first phase of our selection process. Once we receive your pre-grant applications, we'll invite eligible NGOs for round two – the grant application development phase; during this phase you will learn about the REACH India project and will receive guidelines and technical assistance for developing a full grant application.

The last phase of the selection process is an evaluation of proposals, following which a limited number of applicants will be awarded grants and the accompanying technical assistance to ensure quality implementation of project objectives.

Eligibility

Our baseline criteria for potential partner NGOs are that they should:

- ▶ Possess a valid Foreign Contribution Regulation Act (FCRA) Number *or* have prior permission.
- ▶ Be registered under the Society Registration Act/Trust.
- ▶ Have experience working with projects that have budgets of at least Rs. 10 lakh per annum for the last three years and have viable financial systems in place.

- ▶ Have a proven track record of success in implementing developmental programs in rural North Karnataka or demonstrate successful transfer of programs in the past to new geographical areas.

If you are interested and your organization meets the listed criteria, please complete the enclosed pre-grant application form. This pre-grant application should be completed only by NGOs interested in working in North Karnataka.

Sending the Pre-grant Application

The deadline for receiving pre-grant applications is by **5 p.m. on June 8, 2005**. You may mail/courier pre-grant applications to:

REACH India
REACH India Pre-grant Applications
13 Palam Marg
Vasant Vihar,
New Delhi – 110057

We will evaluate the pre-grant applications and send you a response within two weeks.

If you have questions, please call our office at 51662317-21 or e-mail us at reach@reachindia.org. Please write "Pre-grant application unit" in the subject line.

We look forward to your participating in this venture and hope that this is the beginning of a meaningful collaboration in which the ultimate beneficiary is the disadvantaged child.

Best regards,

XYZ
Chief of Party

Attachment: Pre-grant application form

PRE-GRANT APPLICATION FORM FOR POTENTIAL NGO PARTNER

Please write your responses in block letters.

1. Name of the organization: _____
2. Address: _____

3. Pin code: _____
4. Phone no.: _____ Fax no.: _____
5. E-mail: _____ Website address: _____
6. Head of the organization: Mr. / Ms. _____
7. Contact person: _____
8. Phone no.: _____ Mobile no.: _____
9. No. of full-time staff: _____ No. of part-time staff: _____
No. of consultants: _____
No. of volunteers: _____
10. Year of registration under the Society Registration Act/Trust: _____
11. FCRA no.: _____ Year of issue: _____
12. Geographical coverage of current projects: _____
13. Annual budget (as per the latest audited statement available: either 2003-2004 or 2004-2005): _____
14. No. of years organization has been working with the community: _____
15. No. of years organization has been working with disadvantaged children: _____
16. No. of child beneficiaries: _____

17. Activities (*tick all that are appropriate*)

- | | |
|--|--|
| <input type="checkbox"/> Teacher training | <input type="checkbox"/> Curriculum development |
| <input type="checkbox"/> Teaching-Learning materials development (TLM) | <input type="checkbox"/> Action research |
| <input type="checkbox"/> Community mobilization | <input type="checkbox"/> Bridge courses |
| <input type="checkbox"/> Non-formal education | <input type="checkbox"/> Headmaster training |
| <input type="checkbox"/> Education management | <input type="checkbox"/> Capacity building |
| <input type="checkbox"/> Policy development | <input type="checkbox"/> Monitoring and evaluation |
| <input type="checkbox"/> Other (please specify) _____ | |

18. Target Groups (*tick all that are appropriate*)

- | | |
|--|---|
| <input type="checkbox"/> Street children | <input type="checkbox"/> Migrant population |
| <input type="checkbox"/> Children of sex workers | <input type="checkbox"/> Girl child |
| <input type="checkbox"/> Disabled children | <input type="checkbox"/> Children with HIV/ AIDS |
| <input type="checkbox"/> Children from disadvantaged communities | <input checked="" type="checkbox"/> Child labourers |
| <input type="checkbox"/> Slum children | <input type="checkbox"/> Victims of abuse |
| <input type="checkbox"/> Other (please specify) _____ | |

19. Organisational Profile

19a. Mission:

19b. Objectives:

19c. Achievements:

20. Financial Profile

20a. Does your organization have board-approved written financial guidelines and/or policies and procedures?

Yes No

20b. Does your organization have audited financial statements for the last three years?

Yes No

20c. Does your organization accounting system have the capability to separate and track donor funds?

Yes No

20d. What type of accounting procedure is used by your organization?

Manual Computerized (If computerized, name of software)_____

Cash Basis Accrual Basis

21. If available, please attach your employee organizational chart.

22. Monitoring and Evaluation

22a. Has an evaluation of your project been done by external/donor agencies in the last two years?

Yes No

22b. Do you have any internal monitoring systems in place? If yes, please describe briefly (*no more than 50 words*).

23. Please list the names and occupations of your Board members (*please use a separate sheet*).

24. Please list your projects using the format below (*please use separate sheets and list no more than four projects, starting with the most recent. Project descriptions should be limited to 50 words or less. Please staple your project lists to the completed form before mailing them to us.*)

Title of the Project:

Source of Funding:

Project budget and duration:

Cost per child beneficiary (applicable if the project was an education program):

Name and Telephone Number and/or E-mail Address of Contact in Funding Agency:

Date of Last Project Evaluation:

Availability of Written Documentation on the Project (*yes or no will suffice*):

Project Description:

Form completed by (name of the person with his/her telephone number):

Date: _____

SAMPLE

REACH India Partner NGO Grant Application

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Introduction

Reaching and Educating At-risk Children (REACH) India: New grant opportunities for Indian NGOs

REACH India¹ is a project funded by the United States Agency for International Development (USAID)² that aims to improve access of vulnerable children to quality basic education. The project complements the Government of India's Sarva Shiksha Abhiyan or Universal Elementary Education (UEE) programme.

The objective of REACH India is to attract and retain disadvantaged children in formal and alternative educational programmes by strengthening the capacity of Indian NGOs³ in selected urban and rural areas.

The project will **provide grants and technical assistance** to NGOs that address the basic education needs of at-risk children -- defined for this purpose as children (especially girls), up to 14 years of age, who are either out of school or are in school but in danger of dropping out.

REACH India aims to do this by:

- ▶ Strengthening NGOs to scale up delivery of educational services to out-of-school children and improve the quality of education in schools.
- ▶ Building the capacity of smaller NGOs to do likewise.
- ▶ Promoting the adoption of best practices within the NGO and educational communities.

Type of grants

Projects funded under REACH India must support NGOs working to improve access, enrolment and retention of vulnerable children in formal schools or prepare at-risk children through alternative programmes for entry into the formal education system.

REACH India will provide two types of grants:

1) Direct Service Delivery Grants: REACH India will provide funds and technical assistance to NGOs for increasing and strengthening their capacity in

¹ The REACH India project is being jointly carried out by the American Institutes for Research (AIR), Juarez and Associates, Michigan State University, and World Education, under the auspices of the Educational Quality Improvement Program (EQUIP1). For more details, you may access the EQUIP1 India website at: <http://www.equip123.net/webarticles/anmviewer.asp?a=316&z=16>

² Associate Award No. 386-A-00-03000169-00

³ The term NGO also includes not-for-profit organisations and foundations.

delivering educational services to vulnerable children in formal and alternative educational programmes.

2) Capacity Building Support Grants: REACH India will provide funds to enable NGOs with sufficient capacity to mentor and support smaller, grassroots NGOs in providing basic education services to vulnerable children in formal and alternative educational programmes. Organisations receiving Capacity Building Support Grants will help selected grassroots NGOs in a variety of ways: a) strengthen the organisational and programmatic capabilities of the smaller, grassroots NGOs they choose to work with; b) build networks of local and regional NGOs and through those networks build the capacity of local educational systems; and c) provide sub-grants to the NGOs they are mentoring to support direct implementation of educational services for vulnerable children.

An eligible NGO may apply for one or both types of grants.

Budgets

REACH India will base its budget appraisal on a cost per child index as well as the applicant NGO's past financial track record and absorptive capacity. We have worked out the cost per child for three different types of interventions for the project period. While we believe these three categories encapsulate most educational interventions funded under this project, there maybe a few services for which we have provided no range; we will consider those based on budget justifications provided by the applicant NGO.

1. Basic interventions (includes programs such as bridge courses, alternative education centres and schools, remedial programs, teacher training etc.): Rs. 860 to 2150 (US \$20 to \$50) for the project period.
2. Special interventions (includes programs for disabled children or those with special needs, residential programs etc.): Rs 2580 to 4300 (US \$60 to \$100) for the project period.
3. Capacity Building interventions (applicable to those applying for Capacity Building grants): Rs 2580 to 4300 (US \$60 to \$100) for the project period.

Note that 25 points are given to the financial part of the application. Applicants are strongly advised to ensure that their requests are in line with both the programmatic and financial absorptive capacities. Points will be deducted for proposals with financial requests that are determined to be unreasonable or not in sync with the organisation's capacity.

Potential NGO partner profiles

NGOs seeking Direct Service Delivery grants: A potential NGO partner for this kind of REACH India grant should be registered with the government and have good relations and contacts with state and local government educational

structures. A board should transparently govern it with no personal or family relationship to the leadership of the organisation. The NGO should have an established and broad base of funding and a proven project track record. It should have undergone a recent financial audit and its projects should have been externally evaluated. The objectives of the NGO should be consistent with those of REACH India.

NGOs seeking Capacity Building Support grants: Potential partners for this kind of REACH India grant should have all the characteristics of an NGO seeking a Direct Service Delivery grant but also have the willingness and capacity to support and strengthen potential smaller sub-grantee NGOs within their area of work. Illustrative areas of capacity building include grants management, project planning, community development, programme and financial management, fund-raising, report writing, proposal writing, performance monitoring and educational services.

In developing a service delivery grant programme for smaller sub-grantee organisations, NGOs with a Capacity Building Support grant will be asked to adhere to the same level of transparency used by REACH India in its work with partner NGOs and will need to:

- ▶ Carry out a transparent outreach effort to identify potential sub-grantees.
- ▶ Explain and clarify the grant application development process.
- ▶ Assist NGOs with the development of applications that are responsive to REACH India goals and objectives.
- ▶ Review applications and award service delivery grants to sub-grantee NGOs.
- ▶ Carry out an assessment of each sub-grantee NGO's financial management capacity.

For more details on criteria for selection of sub-grantees, please **see the section on evaluation criteria.**

Technical assistance

REACH India will offer technical assistance to its partner NGOs in several ways including:

▲ **Programme management and planning:** This will include providing guidance in educational interventions, policy development and programme management, community development, training design issues and proposal and report writing. REACH India will also assist partner NGOs in developing dissemination plans and creating knowledge sharing platforms.

- ▲ **Performance monitoring:** Assistance will include developing or strengthening performance monitoring systems for setting and tracking targets and providing outreach assistance to partner NGOs for implementing and using performance monitoring systems.
- ▲ **Financial management:** Based on an assessment of financial systems already in place, REACH India will offer training programmes and other interventions to strengthen partner NGOs' budgeting, financial management, grant management and financial reporting capabilities.

General programme parameters

Organisational background and strategy: NGOs supported under REACH India are expected to show how their efforts will improve the enrolment and retention of children in formal and alternative schools. As such, they will need to demonstrate (i) a proven track record in the delivery of quality education services to vulnerable children; (ii) proven programmatic and implementation history; (iii) capacity of personnel (number and quality) to manage growth and/or outreach services; and (iv) financial soundness and reliable accounting and management practices.

NGOs that have strong community ties and have been working in sectors other than education, such as health or gender issues, may be included as partners if they are willing to develop educational programmes for vulnerable children as part of their service delivery.

Quality of services: Quality of education and NGO performance will be evaluated, in part, by the percentage of children who successfully complete their programmes in formal and alternative educational programmes (that is, retention and transition rates).

Mainstreaming capabilities: REACH India will place emphasis on projects that a) Support children transitioning from alternative educational programmes to formal schools and b) Monitor these children to ensure that they are capable of succeeding at the next level of their education.

Absorptive capacity: NGOs will have to demonstrate, as part of their application, past experience with implementing programmes and expending funds according to projections. Meeting performance schedules and targets should be high on their list of organisational capacities.

Mentoring: NGOs applying for a Capacity Building Support grant will need to demonstrate the capacity to mentor other organisations.

Sustainability: As part of their grant application, NGOs must develop a concrete plan of action toward longer-term sustainability of their education programmes for vulnerable children.

Dissemination and networks: A core component of this project is to disseminate information on good practises on education for vulnerable groups. Applicant NGOs are encouraged to think about how they intend to approach disseminating information about their work on the proposed project as well as strategies for advocacy on basic education for vulnerable children.

In this context, network participation is seen as critical as it provides an opportunity for organizations to come to a collective understanding of the issues that need to be addressed and provides an effective advocacy mechanism.

Action Research: Each NGO, once selected for a grant, will be expected to develop plans for action research activities that support their respective programme efforts as well as the overall 'cause' of education for vulnerable children. Applicant NGOs should ensure that they incorporate this component as an activity in their project proposal, and if possible, elaborate on their action research agenda.

Collaboration and capacity building of community and local organisations: REACH India seeks to support the Government of India's Sarva Shiksha Abhiyan (SSA) or UEE programme. It is important therefore that at each level of effort, NGOs demonstrate how they will collaborate with government at the community, *Panchayat*, city/town, district or state level as appropriate.

In the context of increased decentralisation, REACH India will promote NGOs involved in capacity building of community organisations to become more sensitive to the educational needs of vulnerable groups. In many cases, this will also involve system-strengthening efforts aimed at the district level in rural areas (working closely with village *Panchayat*), and with municipal/ward authorities in cities. NGOs will encourage the involvement of local officials in micro planning and school-mapping, mobilising communities and working out context-specific and innovative programme components.

Target groups: In all cases, attention will be given to organisations that focus upon the most vulnerable children. This includes girls, economically deprived children in rural and urban areas, street children, scheduled caste/scheduled tribe (SC/ST) children, working children, homeless children, children of commercial sex workers, disabled children, children with HIV/AIDS and children of parents with socially stigmatised diseases such as leprosy and HIV/AIDS.

While the above parameters will play decisive roles during project proposal evaluation, special consideration will be given to the following:

Innovative programmes: REACH India encourages partner NGOs to try out new ideas and approaches to their work. Funding assistance for service delivery will provide partner NGOs with 'space'⁴ to be less ad hoc in their work and take a

⁴ The term 'space' is used here to mean opportunity but also freedom to experiment, with assistance, on specific innovations that can lead to enhancement of institutional capacities to solve problems in a different way.

more systematic and proactive approach to programming rather than working in a reactive mode. REACH India grants will provide NGOs with an opportunity to further current innovative work or to try innovations in their programmes.

Potential for broader impact and replication: REACH India will highly value projects that demonstrate a capability for magnitude of impact as well as those whose strategic frameworks can become models for application and adaptation across broader geographic areas.

Monitoring and evaluation

Monitoring and evaluation is central to REACH India's capacity-building objectives and should be explicitly embedded in all efforts to build stronger implementing institutions and educational programmes.

To avoid measuring achievement in terms of inputs rather than results, institutions need to establish baseline information and assess performance in terms of objectively verifiable indicators at all levels of their activities. Partner NGOs will be expected to share project-related data with REACH India.

Geographical coverage

REACH India focuses on disadvantaged children both in rural and urban environments. **This grant application packet should be completed by potential partner NGOs only for projects that focus on Mumbai i.e., all areas that fall within the Mumbai Municipal Corporation limits.**

Project duration

The REACH India project will seek to support its grantees until August 2007. All support, however, is contingent on successful performance.

General Instructions for Completing the Grant Application

1. What follows is a printed sample of the grant application. The floppies in your packet contain an electronic copy of this application as well as the MS Excel budget templates (**Annexes III, IIIA and IIIB**).
2. Please complete the Partner NGO Grant Application electronically, print it out and then, append the required attachments (**listed on page 10**) before mailing it to REACH India.
3. This grant application contains 22 pages. Apart from this, there are four annexes. Please read the instructions at the top of every section carefully.
4. There is a separate instruction sheet (**Annex II**) for completing the budget section.
5. If you are applying for both the Direct Service Delivery grant as well as the Capacity Building Support grant, please print out two sets of applications and check off whichever is applicable on the cover sheet (**see page 16**) and complete each application accordingly. **You must send two copies of each grant application** (This does not apply to attachments; one copy per attachment will suffice unless otherwise stated in the attachments checklist.)
6. Make sure that the goals, objectives and amount requested in your application match REACH India parameters. Make a strategic link between your proposal and REACH India's goal and objectives.
7. **Formatting:** Please follow the following formatting guidelines while completing your application:
 - ▶ Use Verdana font size 11
 - ▶ Use single spacing for entering content
 - ▶ Header should state the name of the organisation and the project title (left-aligned)
 - ▶ Footer should contain the page number (centred) and the date (right-aligned)
 - ▶ Leave a 1 inch margin on the top, left and right-hand sides of the page
 - ▶ Ensure that pages are numbered consecutively (barring attachments)
 - ▶ Print on A4 (8.5" x 11") paper
 - ▶ Please bind your application.
8. **Deadlines:** The deadline for receipt of the completed grant application is **May 13, 2005**. We will be unable to consider applications received after 5:00 p.m. that day.

9. Mail or courier the completed application and attachments to REACH India at:

REACH India

13 Palam Marg, 2nd & 3rd Floors,
Vasant Vihar,
New Delhi-110057

Please also send us an electronic version of the grant application on a floppy disk or CD.

10. REACH India will acknowledge receipt of the applications.

Checklist of Required Attachments

Please enclose copies of the following, tick those that are attached, and include this checklist with your grant application packet. Those marked with an asterisk are mandatory; the others are optional but please specify a reason for not attaching them e.g., "Organization does not have a personnel handbook."

- A copy of your organisation's valid registration certificate.*
- A copy of a valid Foreign Contribution [Regulation] Act (F.C.R.A.) certificate or proof of other regulations/agreements which allow your organisation to receive and disburse foreign funds.*
- A copy of the Memorandum of Association along with a brief bio of each Board Member. Profiles should include the member's full name, their title or position in the NGO and their roles and responsibilities as a Member of the Board.*
- Annual reports for the two most recent Financial Years.*
- Audited Statement of Accounts for the two most recent Financial Years.*
- A printed copy of your current annual budget along with an electronic copy of the same (on disk).*
- A copy of your organization's latest FC-3.*
- A copy of your organization's most recent Income Tax return.*
- Organization's current salary schedule, and verifying documentation from accounting records of current salaries of employees proposed for the REACH India Project..*
- A copy of the proposed project management structure as it relates to this project and a brief description of how roles and responsibilities will be executed.*
- Brief bios of key project personnel.*
- Copy of formal agreements with the government, if any. The agreement could be in education or other sectors.
- A list of affiliations to other organisations, networks and alliances involved in developmental issues, especially basic education.
- Organisational handbook of policies and procedures (*also known as Service Rules*).
- List of at least two and no more than five donor organisations from which the applicant organisation has received funds and a brief (no more than a page) description of the project(s) funded.*
- A copy of the latest project evaluation report by your donor(s).

Grant Application Evaluation Criteria for NGOs Receiving Direct Service Delivery Grants

REACH India's grant selection committee will use the following criteria to evaluate grant applications from NGOs seeking Direct Service Delivery grants:

A. Case statement (20 Points): The case statement addresses the capacity of the organisation to implement the proposed strategy and demonstrates the NGO's understanding of the challenges and possibilities for providing education to under-served children. It allows the organisation to make a case for why, based on this understanding and its established track record, the programme it proposes to implement can make a meaningful impact toward meeting the education needs of at-risk children among the target groups it seeks to serve.

The case statements will be judged on:

- ▶ Degree to which the organisation's special skills and REACH India's goal of attracting and retaining disadvantaged children in educational programmes are clearly linked to the proposed strategies.
- ▶ Successful experience working with disadvantaged populations in the geographic area being targeted by the grant process or previous experience that demonstrates that the organisation can successfully replicate its experience in other geographic areas.
- ▶ Degree to which the organisation clearly explains how its capacities and past experiences will allow it to a) expand and scale up effective strategies and approaches used by the organisation in the past and/or b) how those capacities and past experiences can successfully support the implementation of new, innovative strategies and approaches.

B. Project Description (25 points): The project description details how the organisation proposes to provide education services to ensure the enrolment, retention and achievement of disadvantaged children.

The project description will be judged on:

- ▶ Clarity of the relationship between the statement of need and the project's goals, objectives, activities, risks and assumptions, expected results and indicators.
- ▶ Description of the at-risk population being targeted, including size, ages, location and principal causes and indicators of their vulnerability. Examples include non-enrolment, absentee and drop-out rates.
- ▶ Potential for the project's outreach strategies to effectively reach the proposed target group(s) of disadvantaged children.
- ▶ Degree to which the project demonstrates a comprehensive approach that addresses the issues of access, retention, quality and linkage with the formal education system, local schools and affected communities.
- ▶ Comprehensiveness of monitoring and evaluation strategy.
- ▶ Soundness of the proposed staffing structure in terms of capacities, numbers and implementation mechanisms.

C. Sustainability (15 points): Sustainability describes the organisation's capacity and potential to continue activities related to the goals of Universal Elementary Education after support from REACH India has ended.

Sustainability will be judged on:

- ▶ Strength of the organisation's plans for attracting additional resources either through marketing, outreach to donors or in-kind contributions to continue working with disadvantaged children after REACH India support has ended.
- ▶ Comprehensiveness of community participation strategies.

D. Organisation and management structure (15 Points): This refers to the strength of the organisation's financial and management structures and processes and how those experiences relate to its potential to achieve the goals and activities proposed.

Organisation and management structure will be judged on:

- ▶ Soundness of the organisation's managerial structure.
- ▶ Soundness of the organisation's financial systems.
- ▶ Soundness of the organisation's monitoring and evaluation processes.
- ▶ Evaluation of past performance by previous donors.
- ▶ On-site evaluation of the soundness of organization's management structure.

E. Budget (25 points):

Budget will be judged on:

- ▶ Completeness and accuracy of the budget template.
- ▶ Degree to which budget effectively reflects project's proposed activities and implementation schedule.
- ▶ Degree to which associated costs appear reasonable and are appropriately justified.
- ▶ On-site evaluation of the soundness of organisations financial and administrative management systems.

Total score possible: 100 points

Grant Application Evaluation Criteria for NGOs seeking Capacity Building Support Grants

REACH India's grant selection committee will use the following criteria to evaluate grant applications from pre-qualified NGOs seeking Capacity Building Support grants.

A. Case statement (20 Points): The case statement addresses the capacity of the organisation to implement the proposed strategy. It allows the organisation to make a case for why, based on its established track record, the programme it proposes to implement can make a meaningful impact towards expanding and strengthening the network of NGOs engaged in meeting the education needs of at-risk children among the target groups it seeks to serve.

The case statements will be judged on:

- ▶ Degree to which the organisation's special skills and REACH India's goal of attracting and retaining disadvantaged children in educational programmes are clearly linked to the strategies presented in the proposal.
- ▶ Successful experience working with disadvantaged populations in the geographic area being targeted by the grant process and/or previous experience that demonstrates that the organisation can successfully apply its lessons and successes by working through other, similarly focused NGOs.
- ▶ Degree to which the organisation clearly explains how its capacities and past experiences will allow it to strengthen the outreach and/or effectiveness of other NGOs working in the sector by a) expanding and scaling up effective organisational capacity building efforts used in the past and/or b) implementing new capacity and organisation building/community development strategies and approaches.

B. Project Description (25 points): The project description details how the organisation proposes to provide capacity and organisation-strengthening services to client NGOs with a common aim to ensure the enrolment, retention and achievement of disadvantaged children.

The project description will be judged on:

- ▶ Clarity of the relationship between the statement of need and the project's goals, objectives, activities, risks and assumptions, expected results and indicators.
- ▶ Comprehensiveness of the strategy for identifying, assessing capacities and addressing organisational weaknesses of sub-grantee NGOs who have the potential to deliver educational services to disadvantaged children.

- ▶ Clarity of the strategy for assuring that sub-grantee NGOs chosen by potential Capacity Building Support grantees meet the selection criteria established by REACH India. Specifically those criteria are:
 - a) Registration with the government.
 - b) FCRA number or any other document/agreement that allows them to accept foreign funds.
 - c) A minimum track record of three years.
 - d) A clearly defined governance structure.
 - e) Linkages with communities.
 - f) Consistency of programmes and activities proposed by sub-grantee NGOs to address issues of access, retention, quality and linkage with the formal education system for disadvantaged children.
- ▶ Effectiveness and comprehensiveness of strategies for building the financial and managerial capacities (including monitoring and evaluation) of sub-grantee NGOs.
- ▶ Effectiveness and comprehensiveness of the strategy for assuring that sub-grantee NGOs have the skills and capacities needed to implement effective educational interventions.
- ▶ Comprehensiveness of the processes for ensuring that there is effective monitoring, evaluation and reporting on the part of sub-grantee NGOs.
- ▶ Potential for expansion of geographic coverage and target groups.
- ▶ Soundness of the proposed staffing structure in terms of numbers, skills and approaches to capacity building.

C. Sustainability (15 points): Sustainability refers to the organisation's potential to continue activities related to the goal of Universal Elementary Education after support from REACH India has ended.

Sustainability will be judged on:

- ▶ Strength of the organisation's strategy for addressing issues of sustainability (examples include organizational growth, expanded funding, capacity of scale-up and replication) among the sub-grantee NGOs with which it will be working.
- ▶ Strength of the organisation's plans for attracting additional resources either through marketing, outreach to donors or in-kind contributions to continue working with current sub-grantee NGOs or other agencies after REACH India support has ended.

D. Organisation and management structure (15 Points): This refers to the strength of the NGO's financial and management structure and systems and how that relates to the organisation's potential to achieve the goals and activities proposed.

Organisation and management structure will be judged on:

- ▶ Soundness of the organisation's managerial structure.
- ▶ Soundness of the organisation's financial systems.

- ▶ Soundness of the organisation's monitoring and evaluation processes.
- ▶ Successful experience in producing timely, accurate and comprehensive reports on project and programmatic activities.
- ▶ Evaluation of past performance by previous donors.
- ▶ On-site evaluation of the soundness of organization's management structure

E. Budget (25 points):

Budget will be judged on:

- ▶ Completeness and accuracy of the budget template.
- ▶ Degree to which budget effectively reflects project's proposed activities and implementation schedule.
- ▶ Degree to which associated costs appear reasonable and are appropriately justified.
- ▶ On-site evaluation of the soundness of organization's financial and administrative management systems.

Total score possible: 100 points

REACH India Grant Application Cover Page

Please fill this out after **you have completed** the grant application.

Date: _____

Title of the project: _____

Name of the organisation: _____

Registered office address: _____

Mailing address (if different from above) _____

Phone no.: _____

Fax no.: _____

E-mail: _____

Head of the organisation: _____

Contact person for questions about this application (*name and title*):

Amount requested from REACH India: _____

Project duration: _____

Geographical coverage: _____

Projected number of vulnerable children to be served (*broken up by gender*):

Grant you are applying for (check one):

Direct Service Delivery grant

Capacity Building Support Grant

Deadline for receipt of grant application: May 13, 2005

Certification

The undersigned certifies that all the information provided in this application and enclosures is true, complete and correct. **If this section is not signed and sealed, your grant application will be disqualified.**

Name, designation and telephone number of person signing this document:

Signature: _____

Date: _____

Organisation seal:

Completing the Grant Application

Grant applications must address each of the sections and questions below. Completed grant applications must be limited to 18 pages and not exceed the space stipulations. Please use the formatting guidelines provided on the general instruction sheets. (See pages 8 and 9.) Your application should follow the same outline format as the sections listed below. Grant applications which do not follow these guidelines will not be considered.

I. Executive Summary

In this section of the application, summarise all the key information in the proposal. You should view this section as an opportunity for you to sell your project to the readers and convince them about the need for funding this project. Include:

- ▶ *A brief statement of the need your agency is prepared to address.*
- ▶ *A short description of the project including what will take place and how many children will benefit from the programme; how and where the programme will operate; and how the project will be staffed.*
- ▶ *An explanation of the amount of funding that is required for the project and what your plans are for funding in the future.*
- ▶ *A brief statement about your organisation's unique capacity to carry out the proposed project.*

Space Limit: One and a half pages.

II. Statement of Need

In this section, state the rationale for the project i.e., the current situation and the need the project is responding to. Include details of the catchment area(s) such as:

- ▶ *A description of children in the area including the number of children who are out of school and the number of children at risk of dropping out.*
- ▶ *A profile of the community including residents' occupations and income range.*
- ▶ *The number of government schools in the area and their capacity to address the children's needs.*

If you are applying for a Capacity Building grant, you should also include an assessment of the capabilities of NGOs working in the proposed catchment area(s).

Also, outline the positive and actionable steps you expect to take to achieve the project objectives. Lastly, state how project outcomes will be linked to REACH India's goals and objectives of reaching and retaining disadvantaged children in educational programmes.

Space Limit: One and half page.

III. Case Statement

Describe what makes your organisation uniquely qualified to carry out this project. Tell us how your organisation's special skills and REACH India's goal of attracting and retaining disadvantaged children in educational programmes are clearly linked in the strategies presented in the proposal. Also, make a link between the proposed project and past organisational experiences and competencies that allow you to: 1) expand and scale up effective strategies used in the past and 2) how those capacities and past experiences can successfully support the implementation of new, innovative strategies and approaches.

Space limit: One page.

IV. Project Description

State the broad goal and specific objectives of the project. Describe the project design and strategies for achieving the goal and stated objectives. **Do not** provide summaries of past accomplishments in this section. This section is meant to serve as a succinct and accurate description of the proposed project.

1. **Project goal:** What are the overall goal(s) of your project?
2. **Project objectives:** What are the objective(s) of the proposed project during the REACH India funding period?
3. **Project history:** Is this a new project or an ongoing programme? If it is an ongoing programme, will REACH India funding be used to expand the number of beneficiaries in the project or will it simply be used to replace funding that has ended/is ending, or both.

Space limit for project goal, objectives and history: One page.

4. **Project beneficiaries:** Please give us a break-up of direct and indirect beneficiaries as well as how many are new beneficiaries in the proposed project.

Also tell us a little bit about your work with children **during the last financial year** by completing the following table.

Beneficiary Data of your last Financial Year's Education Programmes (2003-2004)

Beneficiary Data	Figure in absolute numbers (covered last year)	Cost per Child
Total number of children directly covered through your educational intervention programme (bridge course/ ECD/ alternative school etc.)		
Number of children mainstreamed directly or transitioned through bridge courses into formal schools		

through your intervention		
Number of children from formal schools covered through your Remedial classes/Coaching programme		
Number of children benefited from your teachers' training programmes in formal schools		

5. Philosophy: *Describe the educational philosophy behind this project.*

Space limit for educational philosophy: Half page.

6. Project approach

6a. Strategy: Complete this portion only if you are applying for a Direct Service Delivery grant.

What is your strategy for achieving the stated project goal and objectives? In this section, describe the potential for the project's outreach strategies to effectively reach

the proposed target group(s) of disadvantaged children. Tell us how your approach addresses issues of access, retention, quality and linkage with the formal education system.

Space limit: Two pages.

6a. Strategy: Complete this portion only if you are applying for a Capacity Building Support grant.

Please provide details on the working relationship with potential sub-grantees in this section including:

- ▶ *The strategy for identifying sub-grantee NGOs keeping in mind that they will need to meet the selection criteria established by REACH India.*
- ▶ *The strategy for building the financial and managerial (including monitoring and evaluation) capacities of sub-grantee NGOs and ensuring their reporting capabilities.*
- ▶ *The strategy for ensuring that sub-grantee NGOs have the skills and capacities needed to implement effective educational interventions.*

Space limit: Two pages.

6b. Dissemination, networking and action research: *Briefly outline your current and past activities in each of these areas. Also, tell us broadly what you propose to do to disseminate information about the proposed project as well as the kinds of action research you would undertake as part of this project.*

Space limit: One page.

6c. Assumptions and risks: *List the key assumptions being made about this project that affect its long-term viability. Also, discuss how you plan to counter the challenges arising from the risks.*

Space limit: One page.

6d. Collaboration with other agencies: *Describe the organisations or agencies (excluding non-governmental donor agencies), if any, that you plan to collaborate with on this project. For NGOs seeking Capacity Building Support grants this does not refer to your sub-grantees.*

Space limit: One page.

7. Expected outcomes: *In this segment, describe the expected overall outcomes you want to have achieved by the end of the funding period; also discuss the envisaged effects and benefits of the project and how it fits into your objectives.*

Space limit: Half a page.

8. Activities: *List and clearly describe the key activities (by objective) to be carried out and the sequence in which they will be implemented in order to produce the expected results.*

Space limit: Two pages.

9. Staffing and Resources: *List the human and material resources needed to implement the project. Also, **please attach an organisational chart** as it relates to this project and a brief description of how roles and responsibilities will be executed.*

Space limit: One page.

10. Measuring project outputs and outcomes: *Please describe the quantitative and qualitative indicators that will be used to assess the outputs and outcomes of your activities. The proposed outputs must be measurable since they are the basis for assessing your project's outcomes.*

Space limit: One page.

11. Monitoring and evaluation: *Describe how you will monitor and evaluate the different phases of the project and how you will measure the effectiveness of your activities. Describe your criteria for success.*

Space limit: One page.

12. Project duration: *Please indicate the start and end dates of the project. Also, provide a detailed implementation schedule for achieving the stated goals and objectives of the project. (See Annex I.)*

13. Sustainability of project activities

Sustainability strategy: Complete this portion only if you are seeking a Direct Service Delivery Grant.

- ▶ *Explain how your project will be supported after termination of the REACH India grant and your organisation's plans for attracting additional resources either through marketing, outreach to donors or in-kind*

contributions to continue working with disadvantaged children after REACH India support has ended.

- ▶ *Describe the strategies your organisation will employ to involve communities and local organisations and government in improving access to and quality of education.*

Space limit: One page

Sustainability strategy: Complete this portion only if you are seeking a Capacity Building Support Grant.

- ▶ *Explain how your project will be supported after termination of the REACH India grant and your organisation's plans for attracting additional resources either through marketing, outreach to donors or in-kind contributions to continue working with sub-grantee NGOs after REACH India support has ended.*
- ▶ *Describe your strategy for addressing issues of sustainability (expanded funding, capacity of scale-up and replication) among the sub-grantee NGOs with which you will be working.*

Space limit: One page

V. Other Funding Sources

If applicable, please use the table below to list other private and public funding sources for this particular project request. Please provide funding amounts in Indian Rupees.

Donor name	Project activity	Amount received (to date)	Amount Pending	Anticipated receipt date

ANNEX I: Implementation Schedule

Please use the template below to fill in your activities.

S.No.	Activities	YEAR 1												YEAR 2												Year 3				
		Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 1		Quarter 2		
		A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A

ANNEX II: Instructions for all Budget Templates

A. Instructions for Basic Budget Template (Annex III)

I. INTRODUCTION

I.1 Structure of Grant Budgets

REACH India resources are to be used to their maximum to serve educational needs of vulnerable children, and to strengthen NGOs to do the same. Accordingly, grant funds allocation must put emphasis on operational activities rather than administration and logistics.

The following list illustrates the norms for use as a guideline for grant budget components:

- ▲ **80% Salaries, Fringe Benefits, Travel, Core Project Activities, and Contractual—Other Professional and Consultancy Fees** Cost Categories: 1) *Salaries* for all project personnel including any assistants required for project implementation, 2) *Fringe Benefits* for those project staff, 3) *Travel* (any and all project staff travel required for project implementation), 4) *Core Project Activities* (training—including travel allowance TA and daily per diem DA that might be required for participants to attend training--not including project staff, technical assistance, development/supply of program materials, community mobilization events/activities, and 5) *Contractual—Other Professional and Consultancy Fees*).

- ▲ **20% Supplies, Support and Other Services, Buildings and Occupancy, and Equipment:** Cost Categories: 1) expendable *Supplies*, 2) *Support and Other Services*, 3) ¹*Buildings and Occupancy*, 4) *Equipment* – one-time purchase, with cost spread over entire period outlined in grant proposal)

¹ If the proposed project necessitates that the organization lease additional office space, the costs associated with the leasing of that space would be included as a direct cost in Buildings and Occupancy. If the project can be absorbed into the existing leased space, that percentage or portion of the rent can be entered as a direct cost in Buildings and Occupancy.

I.2 Budget Template

A budget template has been designed to assist in the overall financial management of REACH India grants. Each proposed project will vary in myriad ways as a result of the activities proposed and the methodological approach. The objective of this template is to provide a flexible approach for budgeting for the proposed project duration while maintaining budget uniformity, and to group cost elements into standard categories. It should be assumed that every expense included in the proposed budget relates specifically to the project activities outlined in the proposal. If no expenses are anticipated in some categories, that section in the template would remain in the template but left blank. The budget template is included. *(See Annex III, III-A, and III-B)*

I.3 Name of Project and Project Duration

The name of the proposed project and number of years of planned activities replaces '**Name of Project – Years**' in the template. The fiscal reporting year for REACH India is October 1 to September 30 with funds ending on August 30, 2007. Projects may be designed to commence anytime from the current date and can end prior to the funds-ending date, but cannot extend beyond the funds-ending date. While grant proposals may include up to two year plus of activities (depending on the duration of the proposed project), budgets will be approved for one year and will have to be resubmitted for approval on an annual basis for the duration of the proposed project.

I.4 Cost Categories

The following categories are the basic cost elements under which all expenses are to be organized:

1. Compensation

- ▶ Salaries

2. Employee benefits

3. Travel

- ▶ Transportation

- ▶ Lodging, Meals and Incidentals

4. Core Project Activities

- ▶ *Activities for each project will vary. (Examples might include training and workshops -- including workshop materials, and educational materials.)*
- ▶ *Might include para-teacher salaries, or teacher's salaries for organization's proposed alternative learning centres.*

5. Supplies

- ▶ Office Supplies
- ▶ Publications

6. Equipment

- ▶ Government Furniture and Equipment² (and)³

7. Buildings and Occupancy

- ▶ Property Rentals
- ▶ Maintenance, Repairs and Utilities

8. Professional and Consulting

9. Support and Other Services

- ▶ Postage and Courier
- ▶ Communication Charges
- ▶ Bank Fees
- ▶ Photocopy and Printing
- ▶ Vehicle Rental⁴

² The term Government Equipment is used on the budget template, because all equipment items purchased with USAID grant funds are the property of the U.S. Government until the project is complete and determination is made whether to return to USAID, hand over to another project, or turn over to the purchasing organisation. As such, all equipment items are tracked on the organisation's inventory, with the organisation held accountable for proper use and safe-keeping.

³ In budgeting cost of computers, include cost of individually licensed software and UPS. Also include the cost of updated licensed accounting software if organization is not currently using such.

- ▶ Vehicle Fuel and Maintenance
- ▶ Outside Services and Casual Labour

I.5 REACH India GL Code Numbers

The REACH India GL Code Numbers are for REACH India Management purposes. Please do not change, move or remove from the budget template.

I.6 Costs Tracked in INR and US\$

The Budget Template is designed to track costs in both INR and US\$. Although the exchange rate may fluctuate over time, the exchange rate to be used is **INR 43 for \$1 USD**.

I.7 Costs Measured in Units

The 'UNIT' column is to designate the unit of measure being used: e.g., 1) Year; 2) Month; 3) Day; 4) Each; 5) R/Trip, to name the most common. Others may be included as needed. The 'Units' is the number (of Units) being costed in the budget line item.

I.8 Footnotes

Footnotes are to be inserted⁵ to clarify the information on the budget line item: e.g., a 'Unit' of R/Trip might be clarified in a footnote with an explanation of the destination of airfares, along with a brief description of the purpose.

II. Development of Cost Categories

II.1 Compensation

⁴ Vehicles may not be purchased

⁵ Footnotes are to be inserted using the EXCEL footnote function. The hard copy of the budget accompanying the proposal must include the printout of the footnotes.

1. Salaries

Includes salaries for staff charged with specific responsibilities for the proposed project. For those staff who will work full time on the project, 100% time will be budgeted. If staff are to work a portion of their time on the project, the budgeted amount would reflect the percentage of that person's time to be spent directly on proposed REACH India activities and project oversight.

Guidelines:

- ▶ List the staff positions necessary for the proposed project, as shown on the template
- ▶ Define the 'UNIT' in which salaries are budgeted. It is preferable to use Month, due to ease of calculating a partial year.
- ▶ Put the monthly rate in INR in the INR column and calculate US\$ by dividing the INR amount (by MS Excel formula) by an exchange rate of 43, e.g., ($=18,500/43$) will calculate as \$430 US\$/month.⁶
- ▶ Count the number of months during a given year for the period being budgeted and put the number in the 'Units' column.
- ▶ Multiply the 'RATE INR' by the number of 'Units' to calculate the 'COST INR' amount, and multiply the RATE US\$ to calculate the 'COST US\$' amount, e.g., ($=\$430.23*12$) as shown in the template salary section for Year 1, the line item for Project Manager will calculate as \$5,162.76
- ▶ Subtotal salaries in both COST INR and COST US\$ columns on the *Subtotal – Salaries* line.

11.2 Employee Benefits

⁶ This calculation conversion of INR to US\$ will be used for all succeeding budget line items.

Includes additional expenses incurred per employee that are direct costs to the organisation such as medical insurance, and/or Provident Fund.⁷ This line item would typically be budgeted for a UNIT of Year. If the amounts fluctuate per staff member (as it does for insurance premiums that are based on staff salary -- not including allowances) the percentage of the total cost of benefits paid to the cost of salaries is calculated. Then:

- ▶ The total staff salaries for the year is placed on the RATE INR line
- ▶ The UNIT is Year
- ▶ The percentage, e.g., .15 percent is placed on the 'Units' line
- ▶ The total RATE INR multiplied by the percentage is the amount to be calculated on the COST INR line.

II.3 Travel

Travel is divided into 1) Transportation and 2) Lodging, Meals and Incidentals. The types of transportation will vary between organisations but would be divided into Airfare and Ground. Under ground transportation, if the organisation travels both by train and by hired taxis, two budget line items would be created.

1. Transportation

Airfare:

- ▶ Calculate the average R/trip ticket price for the RATE INR.
- ▶ Count the number of trips to be made in the year being budgeted for the 'Units'.
- ▶ The UNIT would be either R/trip or Each
- ▶ Create a footnote explaining calculation, destination and purpose.

Ground:

- ▶ Calculate number of train trips in the same way as airfare
- ▶ Count the number of trips to be made in the year being budgeted for the 'Units'.
- ▶ The UNIT would be either R/trip or Each
- ▶ Create a footnote explaining calculation, destination and purpose.

⁷ Benefits included in the budget must be detailed in the employee policy handbook and subsequently verified by audit.

- ▶ Calculate number of taxi trips in the same way and create a footnote explaining calculation, destination and purpose.

2. Lodging, Meals and Per diem⁸

Lodging:

- ▶ Calculate the number of nights of stay per individual, per each trip.
- ▶ RATE INR is the room rate per night
- ▶ UNIT is Each
- ▶ 'Units' is the calculated number of nights⁹
- ▶ A footnote would be inserted to explain purpose of travel and any other details used in the calculation needed for clarification.

Per diem (typically includes Meals):

- ▶ RATE INR is the organisation daily per diem rate
- ▶ UNIT is Each
- ▶ 'Units' is the calculated number of days when the traveller would be away from home.¹⁰
- ▶ A footnote would be inserted to explain purpose of travel and any other details used in the calculation needed for clarification.

11.4 Core Project Activities

This is where all the proposed project activities are detailed. Therefore this section will vary according to the mission and individual organisations will create budget sub-categories in their grant application accordingly. Sub-categories shown on the budget template include 1) 'Training – Educators' and 2) 'Materials.' If the organisation is proposing more than one type of training category, e.g., workshops for local government officials, then *Workshops for Government Officials* would become a separate sub-category under 'Training'.

⁸ M&IE: Per diem includes incidentals paid out of pocket while travelling. Per diem rates often include meals. If meals are budgeted separately, incidentals include other incidentals such as laundry, drinking water, tips, local taxi fares. Per diem rates are to be detailed in the organisation policy handbook.

⁹ This calculation should agree with the transportation budget section.

¹⁰ Per diem is typically pro-rated in partial day amounts for those days when the traveller is not gone from their home for a full 24 hour period. Pro-rating of partial days should be detailed in the organisation's policy handbook.

All materials and supplies needed to carry out **core project activities** should be included in this section. If training materials are for one of the sub-category types of training they would be detailed in the same respective training budget section. If materials and supplies are stand-alone expenses (such as shown in the template as classroom enhancement materials) they would become a separate sub-category as shown under 'Materials'.

If the organization is proposing to operate alternative learning centres as part of their intervention, and needs to rent space, the cost of rental for education centres would be included in Core Project Activities.

All budget line items will be calculated in the same manner as shown on the template and as discussed in the sections above. Footnotes would be inserted to add clarity where useful or necessary.

Every Grant proposal must include the items listed below in Core Project Activities the cost of:

- ▲ Cost of travel to national and regional workshops¹¹

(Sample Activity Description)

Project activities are to be clearly defined in the narrative section of the proposal and presented in outline form. Outline numbering identifiers must be noted in the budget footnote to clearly link the activities proposed to the budget.

II.4.a Training of Teachers

1. Twenty-day training workshop (4 weeks)

- 1.1 A twenty-day training workshop will be held at the beginning of each grant year to introduce and develop knowledge and skills in participatory child-centred teaching methodology resulting in pleasurable or joyful learning. Concept objectives for year one to include:

- ▲ How children learn.

¹¹ Each year there will be a 3-day national workshop with REACH India and all grantees. In 2005 the workshop will be held in Delhi, in 2006 in Kolkata, and in 2007 in Mumbai. Two organization employees will be required to attend, therefore air travel, 1 night's lodging, plus the necessary per diem for travel to the workshops out of your region is to be included in the budget. In addition, the grantee should anticipate up to six regional workshops in year one for REACH India technical assistance, and 5 workshops in year two. Regional workshops will be held at a central location in Mumbai.

- ▲ How children learn in a particular age group.
 - ▲ Understanding the individual learning style and personal learning traits of each child in the classroom.
 - ▲ Teacher directed learning vs. child-directed learning
 - ▲ Making learning fun.
 - ▲ Techniques for gaining involvement of families/parents.
- 1.2 Teachers will be led through the process of creating a quarter curriculum plan, including weekly lesson plans, and specific child-centred participatory activities.
- 1.3 The last week of the workshop will include first week of school classroom 'laboratories' where concepts will be introduced, developed, and demonstrated. Teacher trainees will divide into 4 teams, working with 4 different classroom 'laboratories', each taking responsibility for leading specific teaching/learning activities. Other members of the team will observe. Daily afternoon sessions will be held for teacher trainees to discuss and evaluate methods implemented in morning activities.
2. Three-day quarterly refresher training workshop (Thursday, Friday, Saturday)

A three-day refresher workshop will be held at the beginning of the remaining three quarters during year one.

11.5 **Supplies**

Office Supplies includes items with a relatively short shelf-life and consumed within a given period and needed to support the daily operation of the project. Small equipment items such as staplers, scissors etc., are also considered supplies. Only the anticipated amount necessary to support the day to day work of the proposed project would be included. Publications (subscriptions) that are considered to be necessary for project operation might be a second sub-category in 'SUPPLIES'.

Office Supplies

- ▶ RATE INR is an estimated amount
- ▶ UNIT is Month
- ▶ 'Units' is number of months budgeted for the year.

Publications

- ▶ RATE INR is the annual subscription cost of the publication
- ▶ UNIT is Year
- ▶ 'Units' is pro-rated number of months in the budgeted year.

11.6 Equipment

Government Equipment includes any major equipment items considered necessary to operate the proposed project.¹² These are often one-time purchases that take place at the beginning of the project and therefore do not show as repeat budget items in successive years.¹³

- ▶ RATE INR is the amount of the item
- ▶ UNIT is Each
- ▶ Equipment 'Units' is the number of items being purchased on that line item.

11.7 Buildings and Occupancy

This includes any portion of rental of property necessary for providing work space for project staff to carry out the project. This might be a percentage of the organisation's current rent or 100 percent of rent if supported by the proposed project description; e.g. a separate field office needs to be established for managing the project. Also included in this category is maintenance, repairs and utilities. Footnotes may be needed for clarification. These expenses would be pro-rated to match the treatment given to rent.

Property Rent

- ▶ RATE INR is the amount
- ▶ UNIT is Month
- ▶ 'Units' are the pro-rated number of months in the budgeted year.

Maintenance, Repairs and Utilities

- ▶ RATE INR is the estimated amount
- ▶ UNIT is Month
- ▶ 'Units' are the pro-rated number of months in the budgeted year.

¹² Reference footnote 2.

¹³ Note that vehicles may not be purchased with Grant funds.

11.8 Professional and consulting fees

This includes consultancies and professional services necessary to carry out the proposed project. Please include budget amounts for those items listed below:

- ▲ A baseline survey in year 1 for data necessary for proposed project activities; e.g., enrolment, retention, and transition rates.
- ▲ Action research in year 2
- ▲ Impact study in year 4

11.9 Support and other services

This includes basic administration costs as well as on-going vehicle lease and vehicle fuel and maintenance. Common expense categories calculated on a monthly rate basis would be 1) postage and courier; 2) communication charges for phones, fax and Internet; 3) bank fees; 4) photocopy and printing; 5) Vehicle Lease; 6) Vehicle Fuel and Maintenance; and 7) Outside Services and Casual Labour (to include small amounts, e.g., garbage collection, key-making, etc.)

- ▶ RATE INR is the amount estimated
- ▶ UNIT is Month
- ▶ 'Units' is the pro-rated number of months for the budgeted year.

11.10 Total Direct Costs and Total Grant Amount

The total direct costs are calculated by MS Excel formula to include all cost category subtotals. Grant totals per year are added to calculate total grant amount.

B. Instructions for Cost Share Budget Template (Annex III-A)

All instructions for the budget template remain the same except for the addition of columns added for cost share. It is encouraged that organizations who have well-established relationships with a variety of donors consider providing a cost-share element supporting a percentage of the project. This allows for the design of a project with a broader scope and demonstrates the organization's ability to

ascertain sustainability of the project once REACH India funding ceases. If the proposed project includes a cost-share component, the **ANNEX III-A** template is to be used. This budget allows for illustrating on a per line item basis, the separation of expenditures to be covered by REACH India, and those line items that will be covered by Cost Share, by placing the Cost Share amounts in the Cost Share column.

C. Instructions for Capacity Building Budget Template (Annex III-B)

All instructions for the budget template remain the same except for the addition of II.4.a in section II.4 of the general budget instructions.

As a basic guide, twenty per cent (20%) of the Capacity Building Support grant may be budgeted for the Capacity Building NGO's internal organizational management and capacity building expenses, and eighty per cent (80%) is to be passed through directly to the sub-awardees for project implementation.

Sub-grant totals cannot exceed 21,49,785 INR (\$49,995 at an exchange rate of 43).

II.4.a Budgeting for Capacity Building Sub-awards.

- II.4.a.1. The budgets for sub-awards will be created in the Core Project Activities cost category section of the budget template. This cost category may be divided into two basic sub-sections as shown in the template identified as III-B.
- II.4.a.2. The first sub-section heading is INSTITUTIONAL CAPACITY BUILDING OF SUB-GRANTEES. It is in this section that the Capacity Building NGO budgets for their organization's internal capacity building expenditures. The sample entry shown in the template includes 3 institutional trainings to take place 3 times per year. As are all budget entries in the template, this is a sample entry only. There might be other capacity building expenses included/budgeted in this section.
- II.4.a.3. The second sub-section is headed as SUB-GRANTS – (8)ORGANIZATIONS. (Your organization has the option of budgeting for 8 to 12 organizational sub-awards.) In this section, you will create a skeletal plan for sub-award expenditures using the same cost categories as in the master budget template (and as illustrated in the sample for Organization #1).

- II.4.a.4 The same methodology of calculating (and explaining in footnotes) the Rates and Units for each line item is to be used. The template shows zero amounts. Actual budgeted amounts are to be entered in place of the zeros, so that sub-awards sub-total the amount designated for each organizational sub-award. Consideration should be given to the time necessary for sub-award selection, and the units calculated (and explained) accordingly; e.g., Salaries included for sub-awards might be among the first expenditures to be incurred, so that staff of the selected sub-awardee organizations can begin training.

- II.4.a.4 Sub-total each sub-award separately, then total all sub-awards in a subtotal line for SUB-GRANTS – (8) ORGANIZATIONS (as illustrated). Total Core Project Activities is calculated to include the sub-totals of INSTITUTIONAL CAPACITY BUILDING OF SUB-GRANTEES plus SUB-GRANTS – (8) ORGANIZATIONS.

SAMPLE

ANNEX III.A: Budget Template with Cost Share

Name of Project -- Year(s)		1 Aug. '05 - 31 Jul. '06 Total Year 1								1 Aug. '06 - 31 Jul '07 Total Year 2								1 Aug. '07 - 31 Aug '07 Total Year 3							
REF.	CATEGORY	RATE INR	RATE US\$	UNIT	Units	Cost INR	INR Cost Share	COST US\$	US\$ Cost Share	RATE INR	RATE US\$	UNIT	Units	Cost INR	INR Cost Share	COST US\$	US\$ Cost Share	RATE INR	RATE US\$	UNIT	Units	Cost INR	INR Cost Share	COST US\$	US\$ Cost Share
509-100	COMPENSATION																								
544-000-509	Salaries																								
	Executive Director	30,000	\$698	Month	12	72,000	288,000	\$1,674	\$6,698	31,500	\$733	Month	12	75,600	302,400	\$1,758	\$7,033	33,075	\$769	Month	1	6,615	26,460	\$154	\$615
	Project Manager	18,500	\$430	Month	12	222,000		\$5,163		19,425	\$452	Month	12	233,100		\$5,421		20,396	\$474	Month	1	20,396		\$474	
	Project Assistant	12,000	\$279	Month	12	144,000		\$3,349		12,600	\$293	Month	12	151,200		\$3,516		13,230	\$308	Month	1	13,230		\$308	
	Accountant	15,500	\$360	Month	12	186,000		\$4,326		16,275	\$378	Month	12		97,650		\$2,271		17,089	\$397	Month	1		8,544	\$199
	<i>Subtotal - Salaries</i>					<i>438,000</i>	<i>288,000</i>	<i>10,186</i>	<i>6,698</i>					<i>459,900</i>	<i>302,400</i>	<i>10,695</i>	<i>7,033</i>					<i>40,241</i>	<i>26,460</i>	<i>936</i>	<i>615</i>
	TOTAL - COMPENSATION					438,000	288,000	\$10,186	\$6,698					459,900	302,400	\$10,695	\$7,033					40,241	26,460	\$936	\$615
509-200	EMPLOYEE BENEFITS																								
544-000-509	Insured Benefits																								
	Staff Insurance and Provident Fund	438,000	\$10,186	Each	0.15	65,700		\$1,528		459,900	\$10,695	Each	0.15	68,985		\$1,604		40,241	\$936	Each	0.15	6,036		\$140	
	<i>Subtotal - Insured Benefits</i>					<i>65,700</i>	<i>0</i>	<i>1,528</i>	<i>0</i>					<i>68,985</i>	<i>0</i>	<i>1,604</i>	<i>0</i>					<i>6,036</i>	<i>0</i>	<i>140</i>	<i>0</i>
	TOTAL - EMPLOYEE BENEFITS					65,700	0	\$1,528	0					68,985	0	\$1,604	0					6,036	0	\$140	0
530-003	TRAVEL																								
544-000-530	Transportation																								
	Travel - Airfare	15,500	\$360	R/Trip	2		31,000		\$721	15,500	\$360	R/Trip	2		31,000		\$721								
	Travel - Ground																								
	<i>Subtotal - Transportation</i>					<i>0</i>	<i>31,000</i>	<i>0</i>	<i>721</i>					<i>0</i>	<i>31,000</i>	<i>0</i>	<i>721</i>								
544-000-530	Meals, Lodging and Incidentals																								
	Travel - Lodging	3,500	\$81	Each	4	14,000		\$326		3,500	\$81	Each	4	14,000		\$326									
	Travel - per diem	500	\$12	day	6	3,000		\$70		500	\$12	day	6	3,000		\$70									
	<i>Subtotal - Meals, Lodging and Incidentals</i>					<i>17,000</i>	<i>0</i>	<i>395</i>	<i>0</i>					<i>17,000</i>	<i>0</i>	<i>395</i>	<i>0</i>								
	TOTAL - TRAVEL					17,000	31,000	\$395	\$721					17,000	31,000	\$395	\$721								
537-003	CORE PROJECT ACTIVITIES																								
	(SAMPLE ACTIVITY DESCRIBED)																								
544-000-537	Training																								
	Training of Teachers																								
	Travel allowance	150	\$3	Each	180	27,000		\$628		150	\$3	Each	210	31,500		\$733									
	Tea breaks and lunch	100	\$2	Each	780	78,000		\$1,814		100	\$2	Each	870	87,000		\$2,023									
	Venue	500	\$12	Each	26	13,000		\$302		500	\$12	Each	29	14,500		\$337									
	Workshop preparation materials	350	\$8	Each	26	9,100		\$212		350	\$8	Each	29	10,150		\$236									
	Resource persons travel/visitations to laboratory classrooms	2,500	\$58	Each	52	130,000		\$3,023		2,500	\$58	Each	58	145,000		\$3,372									
	<i>Subtotal - Training of Teachers</i>					<i>275,100</i>	<i>0</i>	<i>6,398</i>	<i>0</i>					<i>306,150</i>	<i>0</i>	<i>7,120</i>	<i>0</i>								

SAMPLE

ANNEX III-B: Capacity Building Budget Template

REACH	Name of Project -- Year(s)	1 Aug. '05 - 31 Jul. '06 Total Year 1						1 Aug. '06 - 31 Jul. '07 Total Year 2						1 Aug. '07 - 31 Aug '07 Total Year 3					
GL CODE																			
REF.	CATEGORY	RATE INR	RATE US\$	UNIT	Units	Cost INR	COST US\$	RATE INR	RATE US\$	UNIT	Units	Cost INR	COST US\$	RATE INR	RATE US\$	UNIT	Units	Cost INR	COST US\$
509-100	COMPENSATION																		
544-000-509	Salaries																		
	Executive Director (20%)	6,000	\$140	Month	12	72,000	\$1,674	6,300	\$147	Month	12	75,600	\$1,758	6,615	\$154	Month	1	6,615	\$154
	Project Manager	18,500	\$430	Month	12	222,000	\$5,163	19,425	\$452	Month	12	233,100	\$5,421	20,396	\$474	Month	1	20,396	\$474
	Project Coordinators (2)	12,000	\$279	Month	24	288,000	\$6,698	12,600	\$293	Month	24	302,400	\$7,033	13,230	\$308	Month	2	26,460	\$615
	Administrative Assistant (50%)	5,000	\$116	Month	12	60,000	\$1,395	5,250	\$122	Month	12	63,000	\$1,465	5,513	\$128	Month	1	5,513	\$128
	Accountant	15,500	\$360	Month	12	186,000	\$4,326	16,275	\$378	Month	12	195,300	\$4,542	17,089	\$397	Month	1	17,089	\$397
	<i>Subtotal - Salaries</i>					828,000	\$19,256					869,400	\$20,219					76,073	\$1,769
	TOTAL - COMPENSATION					828,000	\$19,256					869,400	\$20,219					76,073	\$1,769
509-200	EMPLOYEE BENEFITS																		
544-000-509	Insured Benefits																		
	Staff Insurance and Provident Fund	19,256	\$448	Each	0.15	2,888	\$67	20,219	\$470	Each	0.15	3,033	\$71	1,769	\$41	Each	0.15	265	\$6
	<i>Subtotal - Insured Benefits</i>					2,888	\$67					3,033	\$71					265	\$6
	TOTAL - EMPLOYEE BENEFITS					2,888	\$67					3,033	\$71					265	\$6
530-003	TRAVEL																		
544-000-530	Transportation																		
	Travel - Airfare	15,500	\$360	R/Trip	2	31,000	\$721	15,500	\$360	R/Trip	2	31,000	\$721	15,500	\$360	R/Trip	0	0	\$0
	Travel - Ground																		
	<i>Subtotal - Transportation</i>					31,000	721					31,000	721					0	0
544-000-530	Meals, Lodging and Incidentals																		
	Travel - Lodging	3,500	\$81	Each	4	14,000	\$326	3,500	\$81	Each	4	14,000	\$326	1,000	\$23	Each	0	0	\$0
	Travel - per diem	500	\$12	day	6	3,000	\$70	500	\$12	day	6	3,000	\$70	500	\$12	day	0	0	\$0
	<i>Subtotal - Meals, Lodging and Incidentals</i>					17,000	\$395					17,000	\$395					0	\$0
	TOTAL - TRAVEL					48,000	1,116					48,000	\$1,116					0	\$0
537-003	CORE PROJECT ACTIVITIES																		
	INSTITUTIONAL CAPACITY BUILDING OF SUB-GRANTEES																		
544-000-537	Sub-grantee Institutional Training			Each			\$0			Each			\$0			Each			\$0

	Travel allowance	150	\$3	Each	72	10,800	\$251	150	\$3	Each	72	10,800	\$251	150	\$3	Each	0	0	\$0
	Tea breaks and lunch	100	\$2	Each	117	11,700	\$272	100	\$2	Each	117	11,700	\$272	100	\$2	Each	0	0	\$0
	Venue	500	\$12	Each	9	4,500	\$105	500	\$12	Each	9	4,500	\$105	500	\$12	Each	0	0	\$0
	Workshop preparation materials	50	\$1	Each	87	4,350	\$101	50	\$1	Each	87	4,350	\$101	50	\$1	Each	0	0	\$0
	Resource persons	2,500	\$58	Each	9	22,500	\$523	2,500	\$58	Each	9	22,500	\$523	2,500	\$58	Each	0	0	\$0
	<i>Subtotal - Institutional Training</i>					<i>53,850</i>	<i>\$1,252</i>					<i>53,850</i>	<i>\$1,252</i>				<i>0</i>	<i>0</i>	<i>\$0</i>
544-000-537	SUB-GRANTS - 8 ORGANIZATIONS																		
	Organization #1																		
	Compensation	0	0.00		0	0	\$0	0	0.00		0	0	\$0	0	0.00		0	0	\$0
	Fringe Benefits	0	0.00		0	0	\$0	0	0.00		0	0	\$0	0	0.00		0	0	\$0
	Travel	0	0.00		0	0	\$0	0	0.00		0	0	\$0	0	0.00		0	0	\$0
	Core Project Activities	0	0.00		0	0	\$0	0	0.00		0	0	\$0	0	0.00		0	0	\$0
	Supplies	0	0.00		0	0	\$0	0	0.00		0	0	\$0	0	0.00		0	0	\$0
	Equipment	0	0.00		0	0	\$0	0	0.00		0	0	\$0	0	0.00		0	0	\$0
	Buildings & Occupancy	0	0.00		0	0	\$0	0	0.00		0	0	\$0	0	0.00		0	0	\$0
	Professional and Consultancies	0	0.00		0	0	\$0	0	0.00		0	0	\$0	0	0.00		0	0	\$0
	Support and Other Services	0	0.00		0	0	\$0	0	0.00		0	0	\$0	0	0.00		0	0	\$0
	<i>Subtotal - Organization #1</i>					<i>0</i>	<i>\$0</i>					<i>0</i>	<i>\$0</i>				<i>0</i>	<i>0</i>	<i>\$0</i>
	<i>(repeat budget format for other 7 organizations)</i>																		
	TOTAL - CORE PROJECT ACTIVITIES					53,850	1,252					53,850	1,252				0	0	
510-000	SUPPLIES																		
544-000-510	Office supplies	5,000	\$116	Month	12	60,000	\$1,395	5,000	\$116	Month	12	60,000	\$1,395	5,000	\$116	Month	1	5,000	\$116
	<i>Subtotal - Expendable Supplies</i>					<i>60,000</i>	<i>\$1,395</i>					<i>60,000</i>	<i>\$1,395</i>				<i>5,000</i>	<i>\$116</i>	
	TOTAL - SUPPLIES					60,000	\$1,395					60,000	\$1,395				5,000	\$116	
510-021	EQUIPMENT:																		
544-000-510	Equipment Purchases																		
	LCD Projector	80,000	\$1,860	Each	1	80,000	\$1,860												
	Computer	52,000	\$1,209	Each	2	104,000	\$2,419												
	Mobil phones	3,500	\$81	Each	2	7,000	\$163												
	<i>Subtotal - Equipment Purchases</i>					<i>191,000</i>	<i>\$4,442</i>					<i>0</i>	<i>\$0</i>				<i>0</i>	<i>\$0</i>	
	TOTAL - EQUIPMENT					191,000	\$4,442					0	\$0				0	\$0	
525-001	BUILDINGS AND OCCUPANCY																		
544-000-525	Property Rentals																		
	Office Rent (25%)	15,000	\$349	Each	12	180,000	\$4,186	15,000	\$349	Each	12	180,000	\$4,186	15,000	\$349	Each	1	15,000	\$349

	Subtotal - Property Rentals					180,000	\$4,186					180,000	\$4,186				15,000	\$349	
544-000-525	Maintenance and Repairs																		
	Utilities (25%)	4,000	\$93	Each	12	48,000	\$1,116	4,000	\$93	Each	12	48,000	\$1,116	4,000	\$93	Each	1	4,000	\$93
	Subtotal - Maintenance and Repairs					48,000	\$1,116					48,000	\$1,116				4,000	\$93	
	TOTAL - BUILDINGS AND OCCUPANCY					228,000	\$5,302					228,000	\$5,302				19,000	\$442	
540-000	CONTRACTURAL																		
544-000-540	Other Professional and Consulting Fees																		
	Baseline, M&E, and Endline Surveys	75,000	\$1,744	Each	1	75,000	\$1,744	25,000	\$581	Each	1	25,000	\$581	50,000	\$1,163	Each	0	0	\$0
	Subtotal - Other Professional and Consulting Fees					75,000	\$1,744					25,000	\$581				0	\$0	
	TOTAL - PROFESSIONAL AND CONSULTING					75,000	\$1,744					25,000	\$581				0	\$0	
520-001	SUPPORT AND OTHER SERVICES																		
544-000-520	Postage, Shipping and Freight																		
	Postage and courier charges																		
	Communication charges - cell phones 1/3 land lines and internet	16,000	\$372	Month	12	192,000	\$4,465	16,000	\$372	Month	12	192,000	\$4,465	16,000	\$372	Month	1	16,000	\$372
	Subtotal - Postage, Shipping and Freight					192,000	\$4,465					192,000	\$4,465				16,000	\$372	
	TOTAL - SUPPORT AND OTHER SERVICES					192,000	\$4,465					192,000	\$4,465				16,000	\$372	
	TOTAL DIRECT COSTS					1,678,738	\$39,040					1,479,283	\$34,402				116,338	2,706	
	GRANT TOTAL/YEAR					1,678,738	39,040					1,479,283	34,402				116,338	2,706	
	TOTAL GRANT AMOUNT																3,274,359	\$76,148	

(SAMPLE)

ANNEX III: Basic Budget Template

REACH	Name of Project -- Year(s)	1 Aug '05 - 31 Jul '06 Total Year 1						1 Aug '06 - 31 Jul '07 Total Year 2						1 Aug '07 - 30 Aug '07 Total Year 3					
GIL CODE		RATE INR	RATE US\$	UNIT	Units	Cost INR	COST US\$	RATE INR	RATE US\$	UNIT	Units	Cost INR	COST US\$	RATE INR	RATE US\$	UNIT	Units	Cost INR	COST US\$
509-100	COMPENSATION																		
544-000-509	Salaries																		
	Executive Director (20%)	6,000	\$140	Month	12	72,000	\$1,674	6,300	\$147	Month	12	75,600	\$1,758	6,615	\$154	Month	1	6,615	\$154
	Project Manager	18,500	\$430	Month	12	222,000	\$5,163	19,425	\$452	Month	12	233,100	\$5,421	20,396	\$474	Month	1	20,396	\$474
	Project Coordinators (2)	12,000	\$279	Month	24	288,000	\$6,698	12,600	\$293	Month	24	302,400	\$7,033	13,230	\$308	Month	2	26,460	\$615
	Administrative Assistant (50%)	5,000	\$116	Month	12	60,000	\$1,395	5,250	\$122	Month	12	63,000	\$1,465	5,513	\$128	Month	1	5,513	\$128
	Accountant	15,500	\$360	Month	12	186,000	\$4,326	16,275	\$378	Month	12	195,300	\$4,542	17,089	\$397	Month	1	17,089	\$397
	<i>Subtotal - Salaries</i>					828,000	\$19,256					869,400	\$20,219					76,073	\$1,769
	TOTAL - COMPENSATION					828,000	\$19,256					869,400	\$20,219					76,073	\$1,769
509-200	EMPLOYEE BENEFITS																		
544-000-509	Insured Benefits																		
	Staff Insurance and Provident Fund	828,000	\$19,256	Each	0.15	124,200	\$2,888	869,400	\$20,219	Each	0.15	130,410	\$3,033	76,073	\$1,769	Each	0.15	11,411	\$265
	<i>Subtotal - Insured Benefits</i>					124,200	\$2,888					130,410	\$3,033					11,411	\$265
	TOTAL - EMPLOYEE BENEFITS					124,200	\$2,888					130,410	\$3,033					11,411	\$265
530-003	TRAVEL																		
544-000-530	Transportation																		
	Travel - Airfare	15,500	\$360	R/Trip	2	31,000	\$721	15,500	\$360	R/Trip	2	31,000	\$721	15,500	\$360	R/Trip	0	0	\$0
	Travel - Ground																		
	<i>Subtotal - Transportation</i>					31,000	721					31,000	721					0	0
544-000-530	Meals, Lodging and Incidentals																		
	Travel - Lodging	3,500	\$81	Each	4	14,000	\$326	3,500	\$81	Each	4	14,000	\$326	1,000	\$23	Each	0	0	\$0
	Travel - per diem	500	\$12	day	6	3,000	\$70	500	\$12	day	6	3,000	\$70	500	\$12	day	0	0	\$0
	<i>Subtotal - Meals, Lodging and Incidentals</i>					17,000	\$395					17,000	\$395					0	\$0
	TOTAL - TRAVEL					48,000	1,116					48,000	1,116					0	\$0
537-003	CORE PROJECT ACTIVITIES																		
	(SAMPLE ACTIVITY DESCRIBED)																		
544-000-537	Training			Each		\$0				Each		\$0				Each		\$0	
	Training of Teachers																		

	Travel allowance	150	\$3	Each	180	27,000	\$628	150	\$3	Each	210	31,500	\$733	150	\$3	Each	0	0	\$0
	Tea breaks and lunch	100	\$2	Each	780	78,000	\$1,814	100	\$2	Each	870	87,000	\$2,023	100	\$2	Each	0	0	\$0
	Venue	500	\$12	Each	26	13,000	\$302	500	\$12	Each	29	14,500	\$337	500	\$12	Each	0	0	\$0
	Workshop preparation materials	350	\$8	Each	26	9,100	\$212	350	\$8	Each	29	10,150	\$236	350	\$8	Each	0	0	\$0
	Resource persons	2,500	\$58	Each	52	130,000	\$3,023	2,500	\$58	Each	58	145,000	\$3,372	2,500	\$58	Each	0	0	\$0
	travel/visitations to laboratory classrooms	1,800	\$42	Each	10	18,000	\$419	1,800	\$42	Each	10	18,000	\$419	1,800	\$42	Each	0	0	\$0
	<i>Subtotal - Training of Teachers</i>					<i>275,100</i>	<i>\$6,398</i>					<i>306,150</i>	<i>\$7,120</i>				<i>0</i>	<i>0</i>	<i>\$0</i>
	Materials																		
	Classroom workbooks	50	\$1	Each	6,000	300,000	\$6,977	50	\$1	Each	9,000	450,000	\$10,465	50	\$1	Each	0	0	\$0
	<i>Subtotal - Materials</i>					<i>300,000</i>	<i>\$6,977</i>					<i>450,000</i>	<i>\$10,465</i>				<i>0</i>	<i>0</i>	<i>\$0</i>
	TOTAL - CORE PROJECT ACTIVITIES					575,100	13,374					756,150	17,585				0	0	0
510-000	SUPPLIES																		
544-000-510	Office supplies	5,000	\$116	Month	12	60,000	\$1,395	5,000	\$116	Month	12	60,000	\$1,395	5,000	\$116	Month	1	5,000	\$116
	<i>Subtotal - Expendable Supplies</i>					<i>60,000</i>	<i>\$1,395</i>					<i>60,000</i>	<i>\$1,395</i>				<i>5,000</i>	<i>\$116</i>	
	TOTAL - SUPPLIES					60,000	\$1,395					60,000	\$1,395				5,000	\$116	
510-021	EQUIPMENT:																		
544-000-510	Equipment Purchases																		
	LCD Projector	80,000	\$1,860	Each	1	80,000	\$1,860												
	Computer	52,000	\$1,209	Each	2	104,000	\$2,419												
	Mobil phones	3,500	\$81	Each	2	7,000	\$163												
	<i>Subtotal - Equipment Purchases</i>					<i>191,000</i>	<i>\$4,442</i>					<i>0</i>	<i>\$0</i>				<i>0</i>	<i>\$0</i>	
	TOTAL - EQUIPMENT					191,000	\$4,442					0	\$0				0	\$0	
525-001	BUILDINGS AND OCCUPANCY																		
544-000-525	Property Rentals																		
	Office Rent (25%)	15,000	\$349	Each	12	180,000	\$4,186	15,000	\$349	Each	12	180,000	\$4,186	15,000	\$349	Each	1	15,000	\$349
	<i>Subtotal - Property Rentals</i>					<i>180,000</i>	<i>\$4,186</i>					<i>180,000</i>	<i>\$4,186</i>				<i>15,000</i>	<i>\$349</i>	
544-000-525	Maintenance and Repairs																		
	Utilities (25%)	4,000	\$93	Each	12	48,000	\$1,116	4,000	\$93	Each	12	48,000	\$1,116	4,000	\$93	Each	1	4,000	\$93
	<i>Subtotal - Maintenance and Repairs</i>					<i>48,000</i>	<i>\$1,116</i>					<i>48,000</i>	<i>\$1,116</i>				<i>4,000</i>	<i>\$93</i>	
	TOTAL - BUILDINGS AND OCCUPANCY					228,000	\$5,302					228,000	\$5,302				19,000	\$442	
540-000	CONTRACTURAL																		

544-000-540	Other Professional and Consulting Fees																		
	Baseline, M&E, and Endline Surveys	75,000	\$1,744	Each	1	75,000	\$1,744	25,000	\$581	Each	1	25,000	\$581	50,000	\$1,163	Each	0	0	\$0
	<i>Subtotal - Other Professional and Consulting Fees</i>					<i>75,000</i>	<i>\$1,744</i>					<i>25,000</i>	<i>\$581</i>					<i>0</i>	<i>\$0</i>
	TOTAL - PROFESSIONAL AND CONSULTING					75,000	\$1,744					25,000	\$581					0	\$0
520-001	SUPPORT AND OTHER SERVICES																		
544-000-520	Postage, Shipping and Freight																		
	Postage and courier charges																		
	Communication charges - cell phones 1/3 land lines and internet	16,000	\$372	Month	12	192,000	\$4,465	16,000	\$372	Month	12	192,000	\$4,465	16,000	\$372	Month	5	80,000	\$1,860
	<i>Subtotal - Postage, Shipping and Freight</i>					<i>192,000</i>	<i>\$4,465</i>					<i>192,000</i>	<i>\$4,465</i>					<i>80,000</i>	<i>\$1,860</i>
	TOTAL - SUPPORT AND OTHER SERVICES					192,000	\$4,465					192,000	\$4,465					80,000	\$1,860
	TOTAL DIRECT COSTS					2,321,300	\$53,984					2,308,960	\$53,697					191,483	4,453
	GRANT TOTAL/YEAR					2,321,300	53,984					2,308,960	53,697					191,483	4,453
	TOTAL GRANT AMOUNT																	4,821,743	112,134

Annex IV: Definitions of terminologies used by REACH India

Below are the definitions of the various terminologies which are used by REACH India. Please refer to these definitions as you write the proposal to ensure that we are all interpreting these terms the same way.

1. **Target Area:** The entire catchment area(s) identified for implementation of the REACH India project in Mumbai.

2. **Vulnerable Children:** Children in the age group of 4 -14 years of age and who belong to economically marginalized groups and who fall under one of the following categories:
 - i. Girl Child
 - ii. Children of migrant population
 - iii. Street children
 - iv. Slum dwelling children
 - v. Child labour
 - vi. Children of victims of abuse
 - vii. Children of sex workers
 - viii. Disabled children
 - ix. Children with HIV/AIDS
 - x. Children of patients of HIV/AIDS
 - xi. Children of other disadvantaged groups.

3. **Target Beneficiaries:** All vulnerable children in the catchment area who will receive services through interventions funded by REACH India.

4. **Full Alternative School:** A full alternative school is a school (usually run on a non profitable basis) which is not recognized but is allowed to take an exam by the NIOS (National Institute of Open Schooling).

5. **Formal School:** A *formal school* is a school which is run by the Government or is a private school recognized by the Government.
6. **Access:** All targeted children enrolled in any kind of educational facility such as Balwadi programme/ECE programme/pre-primary programme/bridge course/formal school/full alternative schools.
7. **Enrolment:** All those children directly registered in formal school (including full alternative school) by NGOs and all those children registered or transitioned from ECE program/bridge course/balwadi program into formal school including full alternative school.
8. **Transition:** All those children who attend/complete a Balwadi programme/ECE programme/pre-primary programme/bridge courses and subsequently get enrolled in formal schools (including full alternative school).
9. **Retention:** The child/children continuing with education in formal system, including full alternative schools, in the subsequent year of study -- he/she may be promoted or may be repeating the grade.

Retention would include:

- i. Out of school children enrolled in formal schools including full alternative schools through REACH India intervention;
 - ii. Vulnerable in-school children who benefit from REACH India's other interventions (School system strengthening, teachers' training)
10. **Completion:** All those children who complete and pass primary level exams or upper primary level exams through formal school or through NIOS.
 11. **ECE Programme:** Early Childhood Education programme. In certain places it is also referred to as Balwadi programme or pre-primary education programme. This programme is meant for children in the age group of 3 – 6 years.
 12. **Primary School:** A *primary school* is defined as a school offering education up to 5th Grade.
 13. **Upper Primary School:** An *upper primary school* is defined as a school offering education up to 8th Grade. In some places it is also referred to as *middle school*.
 14. **Elementary Education:** *Elementary education* comprises of primary level and upper primary level education.

15. **Grantee:** A *grantee* is defined as an NGO which receives funding from REACH India for direct service delivery or for capacity building of other NGOs.
16. **Sub-grantee:** A *sub-grantee* is defined as an NGO which receives funding from a capacity building grantee NGO of REACH India for providing an educational intervention programme.
17. **a. Beneficiaries of NGOs' Direct Intervention programme:** The following two categories of children who receive services through grantee or sub-grantee NGOs:
- i. Out of school children: All those vulnerable children who have never been able to go to school in the past.
 - ii. School dropouts: All those vulnerable children who had to leave school in-between and have had to discontinue their studies in the past.
- b. Beneficiaries of Other Project Intervention:** Children who would benefit from:
- iii. Teachers' / Administrative staff Training
 - iv. Running of Remedial Classes/ Extra Coaching Classes

**Technical Review Form for NGO Partner Applications for Direct
Service Delivery Grants**

Name of NGO Partner _____

Name of Reviewer _____

Date _____

Section I Case Statement

Your Points _____ Total Points 20

Section II Project Description

Your Points _____ Total Points 25

Section III Sustainability

Your Points _____ Total Points 15

Section IV Organization and Management Structure

Your Points _____ Total Points 15

Section V Budget

Your Aggregate Points _____ Total Aggregate Points 75

Recommended _____ Not Recommended _____

Overall Remarks (Use additional sheets if required)

1. Strengths of the proposal:

2. Weaknesses of the proposal:

3. Any insights about the organization:

SAMPLE

Specific Questions for NGO Partners:

A. Technical Section:

B. Budget Section:

SAMPLE

WORKSHEET FOR TECHNICAL REVIEWER

INSTRUCTIONS

1. Review the organization's NGO Partner Grant Application Form.
2. There are five sections. Consider each question within the given sections. Score your response to the section based on the listed questions.
3. Space for written comments is provided within each section. Please write your thoughts about your scoring of each section so that you may discuss your rationale with other reviewers.
4. After filling out the scores for all sections, kindly fill out the Cover Scoring Sheet and write your overall remarks and any specific questions you may have for the organization in the space provided.

Section I: Case Statement(20 Points)

Your score _____

1. How far are the organization's special skills and REACH India's goal of attracting and retaining disadvantaged children in educational programmes clearly linked to the proposed strategies?
2. How clearly does the organization's previous experience demonstrate that the organization can successfully replicate its experience in other geographic areas within the city/state?
3. How clearly does the organization explain how its capacities and past experiences will allow it to expand and scale up effective strategies and approaches used by the organization in the past and that these capacities and past experiences can successfully support the implementation of new, innovative strategies and approaches?
4. How close is the relationship between the organization and the government?

Comments:

Section II. Project Description (25 points)

Your Score_____

1. How clearly has the relationship between the statement of need and the project's goals, objectives, activities, risks and assumptions, expected results and indicators been described?
2. How clearly has the organizational education philosophy been demonstrated through the description of its programmes?
3. How clearly has the at-risk population being targeted been described (size, ages, location, principal causes and indicators of their vulnerability with e.g.s of non-enrolment, absentee and drop-out rates)?
4. To what extent has the potential for the project's outreach strategies and comprehensive approach to address the issues of access, retention, quality and linkage with formal education system, local schools and affected communities been demonstrated?
5. How comprehensively has the Monitoring and Evaluation Strategy been described?
6. What is the soundness of the proposed staffing structure in terms of capacities, numbers and implementation mechanisms?

Comments:

SAMPLE

Section III. Sustainability (15 points)

Your Score_____

1. How has the organization demonstrated financial and programmatic sustainability of its past projects? (You may need to refer to attachments)
2. To what extent have the organization's plans demonstrated that it will be attracting additional resources either through marketing, outreach to donors or in-kind contributions to continue working with disadvantaged children after REACH India support has ended?
3. How well have the strategies to involve communities, local organizations and govt. in improving access to and quality of education been described?

Comments:

Section IV. Organization and Management Structure (15 points)

Your Score_____

To what extent is there soundness in the organization's:

1. Managerial Structure and governing body members' profiles and experiences?
2. Evaluation of past performance by previous donors?
3. Collaboration with other agencies?

Comments:

Section V. Budget

1. Based on your experience do the costs associated with each line item seem reasonable?

2. Any other issues you may have noticed about the budget

Comments:

SAMPLE

Technical Review Form for NGO Partner Applications for Capacity building Support Grants

Name of NGO Partner _____

Name of Reviewer _____

Date _____

Section I Case Statement

Your Points _____ Total Points 20

Section II Project Description

Your Points _____ Total Points 25

Section III Sustainability

Your Points _____ Total Points 15

Section IV Organization and Management Structure

Your Points _____ Total Points 15

Section V Budget

Your Aggregate Points _____ Total Aggregate Points 75

Recommended _____ Not Recommended _____

Overall Remarks (Use additional sheets if required)

1. Strengths of the proposal:

2. Weaknesses of the proposal:

3. Any insights about the organization:

SAMPLE

Specific Questions for NGO Partners:

A. Technical Section:

B. Budget Section:

SAMPLE

WORKSHEET FOR TECHNICAL REVIEWER

INSTRUCTIONS

1. Review the organization's NGO Partner Grant Application Form.
2. There are five sections. Consider each question within the given sections. Score your response to the section based on the listed questions.
3. Space for written comments is provided within each section. Please write your thoughts about your scoring of each section so that you may discuss your rationale with other reviewers.
4. After filling out the scores for all sections, kindly fill out the Cover Scoring Sheet and write your overall remarks and any specific questions you may have for the organization in the space provided.

Section I: Case Statement(20 Points)

Your points _____

1. How far are the organization's special skills and REACH India's goal of attracting and retaining disadvantaged children in educational programmes clearly linked to the proposed strategies?
2. How clearly does the organization's previous experience demonstrate that the organization can successfully replicate its experience in other geographic areas (within the city/state) by working through other, similarly focussed NGOs?
3. How clearly does the organization explain how its capacities and past experiences will allow it to strengthen the outreach and/or effectiveness of other NGOs working in the sector by expanding and scaling up effective organizational capacity building efforts used in the past and /or implementing new capacity and organization building/community development strategies and approaches?
4. How close is the relationship between the organization and the government?

Comments:

Section II. Project Description (25 points)**Your points**_____

1. How clearly has the relationship between the statement of need and the project's goals, objectives, activities, risks and assumptions, expected results and indicators been described?
2. How clearly has the organizational education philosophy been demonstrated through the description of its programmes?
3. How comprehensively has the strategy for identifying, assessing capacities and addressing organizational weaknesses of subgrantee NGOs been described?
4. How effectively and comprehensively have the strategies for building the financial and managerial capacities of sub-grantee NGOs been described?
5. How comprehensively has the processes for ensuring that there is effective monitoring, evaluation and reporting on the part of the sub-grantee NGOs been described?
6. What is the soundness of the proposed staffing structure in terms of numbers, skills and approaches to capacity building?

Comments:**Section III. Sustainability (15 points)****Your points**_____

1. How well has the organization demonstrated financial and programmatic sustainability of its past projects?(You may need to refer to attachments)
2. To what extent have the organization's plans demonstrated that it will be attracting additional resources either through marketing, outreach to donors or in-kind contributions to continue working with current sub-grantee NGOs or other agencies after REACH India support has ended?

3. How well have the strategies to involve communities, local organizations and govt. (through sub-grantee NGOs) in improving access to and quality of education been described?

Comments:

Section IV. Organization and Management Structure (15 points)

Your Score_____

To what extent is there soundness in the organization's:

1. Managerial Structure and governing body members' profiles and experiences?
2. Evaluation of past performance by previous donors?
3. Collaboration with other agencies?

Comments:

Section V. Budget

1. Based on your experience do the costs associated with each line item seem reasonable?
2. Any other issues you may have noticed about the budget

Comments:

SAMPLE

REACH India
Rapid Organisational Appraisal TEMPLATE

Name of Organization

Address

Phone Number/Fax

E-mail address

Date of Visit

REACH Staff Making the Visit

1. Organizational Background:

Date founded:

Registered with Government:

Founding Member(s)

Board of Trustees:

Frequency of trustees meeting

2. Program:

Mission (as stated by person responding)

Improving quality of education as part of mission:

Main Focus of Programs:

How is quality of education defined:

How are programs delivered:

Community involvement in program delivery:

What instructional model used:

What teaching materials are used:

Source of teaching materials:

How is relevance of materials determined viz learners' needs:

Cost of materials per learner:

How is quality of education assured:

Frequency of program/project evaluation:

- Internal
- External

Special staff for evaluation tasks:

Kind and Frequency of program reporting:

Target Beneficiaries

Major challenges facing learners:

Number of Beneficiaries served last calendar year

- Female:
- Male:

How are program beneficiaries identified and recruited:

Per unit (beneficiary/or class) costs

Teacher/Learner Ratio:

How are learner outcomes assessed:

Who assesses learner outcomes:

Staff:

Total number of staff:

- Management
- Educational
- Other

Full time:

- Male
- Female

Part time:

- Male
- Female

Staff for program evaluation/assessment:

Staff supervision structure:

Staff performance feedback system:

Frequency of staff meetings:

Personnel policies/handbook:

Teacher/Facilitator Training:

Number of teaching staff:

- Male
- Female

How are teachers identified and recruited:

Teacher training:

Teacher training in what:

How are teachers trained:

Who trains teachers:

How are teachers trained in use of teaching materials:

Number of trained teachers:

- Male
- Female

Teacher training costs per year:

Number of community facilitators

- Male
- Female

How are community facilitators identified and recruited:

What kind of training for community facilitators:

Yearly costs of training of community facilitators:

Infrastructure

Building(s)

- Owned
- Rented

Receptionist

Computerized office:

Photocopy machine:

Duplicating/printing equipment:

Telephone:

- Landline:
- Cell phone:
- Fax:

Financial:

Major source(s) of funding:

Annual budget for last year:

- Portion of budget for core program costs
- Portion of budget for operating costs

Computerized accounting:

What accounting software:

Trained accountant:

Audited financial report:

Per participant cost for last year:

Per unit cost for class:

How is per unit cost calculated:

Frequency of financial reporting:

Representational

Network membership:

Relations with what government agencies/offices:

Relations with what other NGOs:

Relations with what private sector:

Institutional Planning Processes

Strategic planning processes in place:

Frequency of planning:

How are lessons learned during program implementation used for decision making:

Professional development plans for the employees:

BASELINE APPRAISAL CHECKLIST AND PROGRESS MONITORING OF ORGANIZATIONAL AND FINANCIAL MANAGEMENT

Name of the Organization : _____

S.No.	Particulars / Criteria	Year 1		Year 2		Year 3		% of Improvement over	
		Yes	No	Yes	No	Yes	No	Year 1	Year 2
A	<u>ORGANIZATIONAL MANAGEMENT</u>								
I	Organization Personnel								
1	Are specific management personnel assigned to this project?								
2	Does organization establish clear position profiles clearly outlining responsibilities, and professional requirements required for each position?								
3	Does organization maintain a personnel file on each staff member that includes their CV, professional preparation and experience?								
4	Do all personnel sign letters of appointment describing terms of employment?								
5	Does organization conduct an annual personnel performance review, including employee stated goals and objectives for professional growth and improvement?								
Totals Sub-Section I (5)		-	-	-	-	-	-	#DIV/0!	#DIV/0!
% Score Sub-Section I		-	-	-	-	-	-		
II	Written Policies and Procedures								
6	Does the organization have a written <i>Policies and Procedures Manual</i> that includes staff accountability, and conditions of employment?								
7	- Does it include leave benefits?								
8	- Does it include per diem rates?								
9	- Does it include terms and procedures for hiring and termination?								
10	- Does it include routine procedure for staff for financial management and related administrative activities?								
Totals Sub-Section II (5)		-	-	-	-	-	-	#DIV/0!	#DIV/0!
% Score Sub-Section II		-	-	-	-	-	-		
III	Personnel/Payroll								
11	Does the organization's personnel manual include clear and comprehensive policies and procedures regarding payroll?								
12	Does the organization have an established salary schedule that includes annual salary increments?								
13	Does the organization require all of its employees to sign a code of conduct or conflict of interest statement?								
14	Does the organization have an appropriate and adequate effort reporting system, including proper review and approval of time allocation?								

REACH India Financial Appraisal Checklist

15	Are appropriate documents or vouchers prepared and signed by the recipient of the payroll funds?								
16	Do those vouchers clearly indicate the rate and period covered by the payroll payment?								
17	Are salary rates in accordance with relevant local employment and labor laws and regulations?								
18	Are all qualified employees extended all fringe benefits required by local employment and labor laws and regulations?								
19	Are all payroll deductions properly calculated, withheld, and recorded in accordance with local employment and labor laws and regulations?								
20	Are all payroll deductions remitted to the appropriate local government agency in the correct amounts and on a timely basis?								
Totals Sub-Section III (10)		-	-	-	-	-	-	#DIV/0!	#DIV/0!
% Score Sub-Section III		-	-	-	-	-	-		
IV Reporting									
21	Are financial, program, and other relevant reports prepared, reviewed, and approved properly and submitted in accordance with donor's prescribed timetable?								
22	Are financial reports prepared directly from the automated accounting system or are they prepared by independent spreadsheets, or other means?								
23	Are requests for advances prepared, reviewed, and approved properly and submitted in accordance with prescribed donor requirements?								
Totals Sub-Section IV (3)		-	-	-	-	-	-	#DIV/0!	#DIV/0!
% Score Sub-Section IV		-	-	-	-	-	-		
V Procurement/Commodity Tracking									
24	Does the organization have clear and comprehensive policies and procedures for procurement of goods and services?								
25	Does the organization have a fixed assets listing containing sufficient information to identify items acquired by grant/contract funds?								
26	Does the organization require competitive quotes for all major procurement?								
27	Is the quote process adequately documented?								
28	Are the functions for solicitation and evaluation of quotes separate from selection of the winning bid?								
29	Are commodities procured under the subrecipient agreement marked in accordance with donor requirements (e.g., USAID identification stickers/tags)?								
30	Is the organization's record-keeping system for monitoring its sub-grant-related activities appropriately and adequately documented?								
Totals Sub-Section V (7)		-	-	-	-	-	-	#DIV/0!	#DIV/0!
% Score Sub-Section V		-	-	-	-	-	-		

REACH India Financial Appraisal Checklist

Totals Section A (30)		-	-	-	-	-	-	#DIV/0!	#DIV/0!
% Score Section A		-	-	-	-	-	-		
B FINANCIAL MANAGEMENT									
VI Financial record-keeping/reporting									
31	Does the organization have a Financial and Accounting Procedures Manual, outlining clear and comprehensive procedures to ensure responsible financial accountability?								
32	Are controls, or a system of checks and balances in place for preparation and approval of entries, and ensuring that entries are correctly made and adequately controlled?								
33	Does the organization have an existing standard financial record keeping system to be used for accounting for grant/contract funds that separates cost centers?								
34	Are the financial records maintained and reviewed properly and up-to-date?								
35	Do the books of accounts contain sufficient information and reflect proper accounting treatment of financial transactions, including:								
36	- Bank account and cash balances?								
37	- Disbursement details, including date, payee, name, account, expense classification, and other relevant information?								
38	- Segregation of funds from different sources?								
39	- Comparison of outlays against budgets?								
40	- Initial recording and subsequent clearing of cash advances?								
41	- Accrual of expenditures to match costs to their proper period?								
42	Does the organization issue financial statements, including a balance sheet and statement of revenue and expenses? If so, how often: Monthly Quarterly								
43	Are the financial statements audited by an independent chartered accountant?								
44	Have any audit findings with subsequent recommendations been acted upon and implemented?								
45	Are FC-3 filings current, complete, and without default?								
46	Does the organization have approval levels of authorization and/or thresholds for exercising authority in a written formerly defined policy?								
47	Is this levels of authorization policy defined for this project?								
48	Are all accounting and supporting documents retained on a permanent basis in a defined and organized system that allows authorized users easy access?								
Totals Sub-Section VI (18)		-	-	-	-	-	-	#DIV/0!	#DIV/0!
% Score Sub-Section VI		-	-	-	-	-	-		

VII Cash management									
49	Is there proper segregation of duties for signing checks and/or withdrawing sub-grant funds?								
50	Are all transactions supported by independent or third party documents, e.g. invoices and receipts?								
51	Are bank accounts reconciled monthly?								
52	Are bank reconciliation statements reviewed by an appropriate organization staff member?								
53	Are cash balances kept at the office premises reasonably small amounts, properly justified, and adequately controlled?								
54	Are disbursements properly authorized prior to check issuance or cash outlay?								
55	Is the organization staff responsible for handling cash fully bonded?								
56	If not, is there an appropriate alternative assurance for security of funds?								
Totals Sub-Section VII (8)		-	-	-	-	-	-	#DIV/0!	#DIV/0!
% Score Sub-Section VII		-	-	-	-	-	-		
VIII Documentation									
57	Are the organization operations in the program area for which the funds are intended properly authorized in writing (FCRA registration, etc.) by local law?								
58	Are transactions fully supported by invoices, receipts, or similar documents?								
59	Are receiving reports and inventory records used to evidence receipt of commodities and supplies?								
60	Are conversions of currencies properly calculated and completely documented?								
61	If applicable, are cost-share or matching funds properly accounted for, recorded, and documented?								
Totals Sub-Section VIII (5)		-	-	-	-	-	-	#DIV/0!	#DIV/0!
% Score Sub-Section VIII		-	-	-	-	-	-		
IX Other Offices and Implementing Agencies									
62	Are there any other offices or implementing agencies, regional or otherwise, that participate on the organization's projects, or will participate on this project?								
63	Has the organization established controls and procedures for flow of funds, financial information, accountability and audits in relation to other offices or implementing agencies?								
64	Is a periodic reconciliation performed among the different offices and implementing agencies?								
Totals Sub-Section IX (3)		-	-	-	-	-	-	#DIV/0!	#DIV/0!
% Score Sub-Section IX		-	-	-	-	-	-		
X Income Tax									
65	Does the organization have a tax exemption certification?								

REACH India Financial Appraisal Checklist

66	Have the taxes for the previous fiscal year(s) been filed complete?								
67	Have all IT defaults been rectified?								
Totals Sub-Section X (3)		-	-	-	-	-	-	#DIV/0!	#DIV/0!
% Score Sub-Section X		-	-	-	-	-	-		
Totals Section B (37)		-	-	-	-	-	-	#DIV/0!	#DIV/0!
% Score Section B		-	-	-	-	-	-		
Grand Totals Sections A & B (67)		-	-	-	-	-	-	#DIV/0!	#DIV/0!
% Grand Score Sections A & B		-	-	-	-	-	-		

Additional Governance Body

Grant selection process can be a tedious process and can lead to accusations in case people think that it is not fair.

To avoid such situations and give credibility to the process additional governance body can be constituted. This can be temporary or permanent as the case may require.

The other rationale is, it is not possible for any project/organisation to have in-house knowledge and expertise in all areas and thus it makes sense to have a pool of resources which not only guide but also provide a multi-dimensional perspective.

Such a body can have people from various fields with interest and expertise in the current project/activity. They can be from academic, business, government and NGO communities.

Depending upon the project/activity different set of people can be put together to form a governance body.

For example if a project wants to have guidance with respect to the overall goal of the project and the ways and means to achieve that goal, then it would like to have a group of people who are experts in that particular area and also have a view of the overall picture with respect to other stakeholders. Thus the group can have people with

- Educational research and policy experience
- Academic experience
- NGO experience or experience in an area of development
- Project management/funding agency experience
- Government experience
- Legal training
- Finance/corporate experience

On the other hand if there is a specific need such as help and guidance for selection process then the skill set needed would be different. In this case the members of the group need to be more aware of that particular area with experience and expertise.

This group is expected to bring diverse skills to the project, have an understanding and appreciation of ideas central to the issues at hand and at the same time also have a comprehensive understanding of project/organisation's vision and objectives and thus assuring a continuity of standards, purpose and process through out.

Members of a governing body may or may not be provided honorarium. This depends on the extent of time that they devote to the project/organisation and also on the mutual understanding.

Terms of reference for Additional governance body

REACH India Advisory Board and Grant Selection Committee

REACH - India will establish an Advisory Board responsible for providing overall guidance and policy advice to the project, and a Grant Selection Committee responsible for recommendations on the funding of NGOs receiving grants from REACH.

Rationale for the Advisory Board

The rationale for having an Advisory Board is that REACH - India cannot expect to have in-house knowledge and expertise in all of the areas in which the project intends to work. The Advisory Board will be comprised of a group of people who are professionally and actively engaged with education and its reform processes in India. REACH India will be able to learn from their experiences and gain perspective from their vantage points in areas such as central, state, and district levels government departments, academia, resource institutions, corporations, and NGOs. This will ensure that REACH is making the kinds of decisions necessary to maximize impact in the elementary education sector.

In addition, formation of the Advisory Board will help to broaden the base of the program's support and build ownership of the project. Ultimately it will increase the standing and acceptance of REACH - India as an important contribution to the goal of EEU in India.

Member Attributes

Members of the Advisory Board would be expected to not only bring diverse skills to the table, but also either hail from diverse geographical regions or have worked in settings that are similar to our target locations and understand the geographical contexts in which the project is being implemented.

Board members would be expected to have an understanding of the broad range of issues facing EFA in general and UEE in India in particular. They will be expected to discuss and debate these issues with the REACH - India team and to ensure that the program supports and complements efforts both within and outside of the government's efforts towards UEE. Members will be expected to address the basic ideas of institution-building and the development of professional capacities, and effectively use opportunities provided by programs such as SSA. Other relevant issues for the Advisory Board to focus on are educational reforms, change management, innovations in delivery of education, role of new technologies, barriers to the entry of educational institutions, methods of assuring quality of education, and decentralization of curricula, education management and textbook development.

Advisory Board members would have one or more of the following backgrounds:

1. Educational research and policy and/or academic experience related to EEU and EFA .
2. Experience with the NGO sector in education or related fields.
3. Project management/funding agency experience.
4. Government experience.

5. Legal training.
6. Finance/corporate experience.

The Advisory Board will be comprised of 5 members based in Delhi to ensure ready availability and access. REACH - India will make every effort to assure that as many of the above skills as possible are represented on the Board.

Terms of Reference

1. Provide strategic and macro perspectives and practices that will inform and help fine-tune REACH - India's strategy.
2. Advise REACH - India on new initiatives in the sector by the various players, both government and non-government, including potentials private-public partnership opportunities.
3. Help identify NGOs working in the sector that REACH India can explore building networks and partnerships with.
4. Suggest innovations that could be tried as model projects and then replicated in other regions.
5. Act as Ambassador of REACH India at various forums.
6. Attend Advisory Board meetings twice a year and be available for informal meetings and individual consultation as needed.
7. Participant in an initial training session to advise on issues needing immediate attention and establishing the Board's operating procedures.

Rationale for the Grant Selection Committee

The primary role of the Grant Selection Committee is to assure transparency and a broad based ownership of REACH - India's goals and objectives. The committee's responsibility will be to ensure that the decision-making process about distribution of grants is based on equitable and effective use of REACH - India's resources. The specific responsibility of the REACH - India Grant Selection Committee will be to make recommendations to REACH-India as to which NGOs should receive funding, at what the level, what specific activities should be supported, and under what conditions the funding should be awarded.

Composition of the Grant Selection Committee

REACH - India proposes to constitute the Grant Selection Committee as follows:

Component one: A core team of Indian professionals. The core team will consist of three members chosen from the ranks of educationists, policy makers, researchers, donor agency representatives, academicians, lawyers, and financial professionals who share a commitment to development, especially the absolute and pressing need for basic education for all. Each of these three individuals will participate in at least four of the six REACH - India grant review processes.

Component two: A general pool of an additional 10-15 Indian professionals. The general pool of individuals will be chosen from the same range of backgrounds listed above; additionally, these individuals will have experience and expertise in one or more of the geographic areas REACH - India is designed to serve. Two to three individuals from this pool will serve with the core group for at least one of the grant review processes.

Component three: REACH India staff members. Two staff members and the Chief of Party (CoP) will participate in each grant review. The CoP will chair all grant reviews and will vote only if there is a deadlock among other committee members. Other REACH India staff members will be fully active, but non-voting members.

The grant review committee for any given grant review process will consist of five to six members – two to three from the core group and two to three from the general pool, plus REACH - India staff. Members from the general pool will be chosen because of their knowledge and understanding of the specific geographic region on which the particular grant competition is focused. The core team members ensure that at least two and possibly three of the non-REACH India staff members on any given grant review team will already be familiar with REACH - India and its grant selection process. These individuals will also have a comprehensive understanding of REACH - India's vision and objectives and will be able to assure a continuity of standards, purpose, and process through the granting cycles. At the same time, by drawing on individuals from the larger, more general pool, REACH India will be able to gain from a broad range of skills as well as build a broad base of support and understanding among key Indian professionals across India. Additionally, REACH India will be able to assure that an understanding of the geographic region under consideration is well represented.

Member attributes

REACH - India is keen to ensure that members not only bring diverse skills to the table, but also either hail from diverse geographical regions or have worked in settings that are similar to REACH - India's target locations and understand the geographical context in which the project will be undertaken.

Most of all, REACH - India wants committee members to have an understanding of the issues at hand. The team seeks committee members that are committed to the goals of the REACH - India project, and are capable of discussing and debating ideas that will be central to project proposals, such as innovations in delivery of education, role of new technologies, barriers to the entry of educational institutions, methods of assuring quality of education, and decentralization of curricula and textbook authorship.

Grant Selection Committee members would have expertise and experience in one or more of the following arenas:

- Educational research and policy expertise.
- An understanding of and experience with international EFA efforts in general, and India's commitment to UEE in particular.
- An understanding of the NGO community and its particular contribution to the development process and to UEE.
- Project management/funding agency experience.
- Government experience.
- Legal training.
- Finance/corporate experience.

REACH - India will make every effort to assure that as many of the above skills as possible are represented.

Terms of reference

- Work with REACH - India staff to develop a set of criteria and a process by which all proposals forwarded to the review committee are to be evaluated by members.
- Evaluate all proposals forwarded to them by REACH India staff.
- Read, comment on, and participate in discussions on the proposals under review.
- Develop and present a detailed analysis of up to two proposals to the other members of the Grant Selection Committee.
- Commit up to four days in each of the grant competitions in which they participate.
- Participate in the review processes of at least four of the six competitions.
- Attend up to eight hours of training designed to clarify roles and responsibilities and participate in the initial introductory workshop for potential partner NGOs.
- Keep their membership on the committee confidential in order to avoid any potential conflict of interest, until after the completion of the grant review process.
- Keep all discussions pertaining to the selection process confidential and recuse themselves from the decision-making process if they have had any past association with the organization whose proposal is being considered.
- Develop a set of recommendations as to which proposals should be funded, at what level, in support of what activities, and under what conditions. These recommendations will be forwarded to USAID-India for their review and approval.
- If necessary, revise final recommendations on the basis of feedback received by USAID-India.

Members of the Grant Selection Committee will be paid a consultation fee based on the number of days they provide service to the grant selection process.

Role of REACH India staff

REACH - India staff will be responsible for reviewing and ranking each of the proposals on the basis of the criteria and process jointly developed between staff and the Grant Selection Committee. In addition, they are responsible for deciding which of those proposals are to be forwarded to the selection committee on the basis of the scores for each proposal.

Staff will prepare a brief that outlines the rationale for submitting each proposal to the Grant Selection Committee. Among other things, the brief will include a summary of the project proposal as well as the strengths and weaknesses of the proposal. The brief will be an important part of the information considered by the Grant Selection Committee.

[Letterhead]

Date

Name
Title
Organization
Address
Country

Subject: Grant Number: _____

Dear _____:

This grant is being provided by the American Institutes for Research, a United States non-profit corporation with its headquarters in Washington, DC (hereinafter referred to as "AIR") to [name of organizations] (hereinafter referred to as "Grantee"). This grant is made under the authority provided to the American Institutes for Research under Associate Award No.386-A-00-03-00169, entitled "Reaching and Educating At-risk Children" (hereinafter referred to as "REACH").

This grant is made to the Grantee, on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, entitled "Schedule" and its supporting annexes.

Please sign each original copy, retain one for your records and return one full original copy to the (Grant Officer).

Sincerely yours,

[Name]
[Title]

Attachments:

Attachment 1: "Schedule" with the following Annexes

- Annex 1: Project Description and Budget
- Annex 2: Mandatory Standard Provisions for Non-U.S. Non Governmental Recipients.
- Annex 3 Required as Applicable Standard Provisions for Non-U.S. Non Governmental Recipients
- Annex 4: Form of Cash Request for Funds
- Annex 5: Form of Quarterly Financial Statement
- Annex 6: Final Annual Financial Report

ACKNOWLEDGED:

[Name of organization]

By: _____

Title: _____

Date: _____

FISCAL DATA

1. Total Grant Amount: INR _____
2. Total Obligated AIR Amount: INR _____
3. Bank Transfer information:
 - Bank Name: _____
 - Account Number: _____
 - Transaction/routing Number: _____
4. Billing Information: _____ (include on all financial reports submitted to AIR)
5. All reports and official correspondences shall be sent to: Nandini Prasad, Deputy Chief of Party, and Janet Wise, Director Financial and Administrative Systems, REACH India, 13 Palam Marg, 2nd & 3rd Floors, Vasant Vihar, New Delhi 110057.

SCHEDULE

1.0 PURPOSE OF GRANT

The purpose of this grant is to provide support for the activities described in Annex 1 entitled "Project Description and Budget".

2.0 GRANT PERIOD

The effective date of this award is [Start Date] to [End Date]. Project activities shall be completed no later than one month before the closing date of the grant to enable proper closeout and completion of final reports.

3.0 GRANT AMOUNT AND FUNDING

3.1 The total amount of this grant is INR _____.

3.2 AIR hereby obligates the amount of INR _____ for project expenditures as shown in the Budget at Annex 1. The grantee will be given written notice by the [Grant Officer] when additional funds are obligated. AIR will not reimburse the grantee for any expenditure in excess of this total obligated amount. The grantee will inform AIR when 80% of the grantee's obligation has been expended in order for timely preparations to be arranged by AIR for obligation of new funds, as appropriate.

4.0 SUBSTANTIAL INVOLVEMENT

4.1 Project plans are to be submitted to REACH for approval per the following schedule:

4.1.1 Within 4 months of the award date of this grant, the Grantee will submit a Year One workplan for REACH approval.

4.1.2 Within 6 months of the award date, the Grantee will submit a Total Project workplan for REACH approval.

4.1.3 Within 6 months of the award date, the Grantee will submit a Monitoring and Evaluation (M & E) plan for REACH approval.

4.2 Subawards, including procedures for selection of subawardees and procedures for financial monitoring, must have REACH prior approval. Costs related to sub-awards or contractual agreements with third-parties require prior written approval from REACH.

4.3 Any increase in cost for a budget category (travel, supplies, etc.) that is greater than 10% of the original cost requires prior written approval from REACH.

4.4 Any revisions in work plans and M&E plans are subject to REACH approval.

5.0 ROLE AND RESPONSIBILITY OF GRANTEE

The role of the Grantee is to plan and implement the Project. The Grantee will:

- 5.1 Undertake the planning and implementation of the Project initiative activities as specified in the Project Description and Budget in Annex 1.
- 5.2 Identify, select and recruit qualified staff, based on specific job descriptions, to plan and implement the Project.
- 5.3 Coordinate and implement the activities involved in the Project workplan that has been approved by REACH.
- 5.4 When requested, periodically brief REACH India on accomplishments, problems, and lessons learned through the project.
- 5.5 Refrain from all direct contact with USAID regarding REACH activities, unless prior permission is obtained from REACH
- 5.6 Provide financial reporting on project activities according to REACH guidelines and formats at outlined in Section 7 of this grant agreement.
- 5.7 Provide narrative progress reports and monitoring and evaluation reports on a bi-annual basis to REACH.
- 5.8 Follow the standards listed below in the procurement, maintenance, and disposal of all project equipment purchased through funds of this Grant.
 - 5.8.1 Equipment acquired for this Project is subject to the procurement standards referenced in Annex 3 (*Required as Applicable Standard Provisions for Non-U.S. Nongovernmental Recipients, Clauses 5 and 8*), attached hereto and an integral part hereof. All acquisitions must conform to and meet the requirements of Annex 1. Deviations beyond USD \$200 must be pre-approved in writing by REACH.
 - 5.8.2 During the life of the Grant, the Grantee agrees to maintain a control system to ensure adequate safeguards to prevent loss, damage, or theft of the equipment, as well as to implement adequate maintenance procedures to keep the equipment in good condition, per USAID requirements referenced in Annex 3 (*Required as Applicable Standard Provisions for Non-U.S. Nongovernmental Recipients, Clause 18*).
 - 5.8.3 Conduct an annual physical inventory of all equipment purchased for the Project that shall include a description of the equipment, serial/model number, source of equipment purchase, acquisition date, and cost, condition, and location of equipment.
 - 5.8.4 Title to equipment acquired with funding provided under this Grant will be reviewed by USAID, REACH, and the Grantee at the end of the Project and a decision made as to its most effective disposition.
- 5.9 Participate in any and all meetings which may be called to facilitate Project monitoring, evaluation, and other activities as appropriate.
- 5.10 Keep REACH informed of all issues and events, including changes in financial support, that may have an influence on Project implementation.
- 5.11 Collaborate with REACH on quarterly Project reviews, gathering of baseline data, and mid- and final- Project evaluations.

- 5.12 Ensure that the Project is coordinated with other non-governmental organizations (NGOs) and governmental agencies, where possible, to enhance effectiveness and avoid duplication.

6.0 ROLE AND RESPONSIBILITIES OF “REACH”

The role of REACH is to provide funding, technical assistance, and consultation to support implementation of the Project and to ensure appropriate monitoring and evaluation of the Project. REACH will:

- 6.1 Provide operational funds, support, and guidance for the administration, planning, implementation, and monitoring and evaluation of the Project. Total funding by REACH will not exceed the limitations delineated in Annex 1, and all expenditures and reimbursements will be in accordance with the Project Budget in Annex 1.
- 6.2 Provide a Finance Director in the New Delhi office, who will provide oversight of financial disbursements, monitoring of expenditures, and follow up on quarterly reporting in conjunction with the Grantees Internal Auditor. The details of the activities of the Finance Director are outlined in section 7.9.
- 6.3 Provide technical staff to support and assure that the Grantee: 1) develops a capacity building plan and receives adequate technical support and inputs to effectively carry out project activities; 2) understands the expectations of the results framework and other monitoring and evaluation requirements; and 3) demonstrates sufficient skills in compliance with these requirements.

7.0 ADMINISTRATION AND FINANCE

- 7.1 The first Project year may be a partial year, depending on award date of the Grant. The ensuing Project year for the Grantee is divided into the following quarters:

Quarter 1: October 1, 2004 – December 31, 2004

Quarter 2: December 31 – March 31, 2005

Quarter 3: April 1 – June 30, 2005

Quarter 4: July 1 – September 30, 2005

- 7.2 Initial funding will be for the Grant award date through 30 September 2004 and the first Project quarter of October 1 – December 31 2004.

- 7.3 The Grantee will submit Quarterly Financial Statements (Annex 5) and Cash Requests for Funds (Annex 4) on the following dates:

- October 31, 2004: Quarterly Financial Statement for partial quarter period (Date of Grant Agreement – 30 September 2004) and Request for Additional Funds for Quarter 2.
- January 31, 2005: 1st Quarterly Financial Statement and Request for Additional Funds for Quarter 3.
- April 30, 2005: 2nd Quarterly Financial Statement and Request for Additional Funds for Quarter 4.
- July 30, 2005: 3rd Quarterly Financial Statement and Request for Additional Funds for Quarter 1 of Year 2 of Project.
- October 31, 2005: 4th Quarterly Financial Statement.
- November 30, 2005: Final Annual Financial Report.

- 7.4 Each Cash Request for Funds (Annex 4) should be based on quarterly budget estimates of anticipated expenditure levels.

It is the responsibility of Grantee to adjust quarterly budget estimates to match the flow of the advance to the actual expenditures (absorption). With every cash request, the Grantee must reconcile previous funds and demonstrate how these funds were spent across line items. If grant funds accumulate and are not being expended, REACH has the right to request the Grantee to reduce their request for the ensuing quarter.

- 7.5 A final Annual Financial Report (Annex 6) is required sixty (60) days after the close of each Project year.

- 7.6 Commencing in August 2005, and within 45 days of the end of Project year in 2005-2006, and 2006-2007 respectively, the progress of the Project and expenditure level of the current year's obligation will be evaluated, and form the basis for determining the next year's obligation. If the expenditure of funds for the current year determines that a budget revision for the following year is warranted, REACH will request the Grantee to submit a revised budget for approval prior to committing the following year's grant obligation.

- 7.7 Upon receipt of the Final Annual Financial Report for the final year of the Project, the Grantee will remit any outstanding advance. Surplus funds held by the Grantee will be reconciled and immediately forwarded to REACH. Interest amounts may be used by the Grantee to offset reported bank charges or other project related administrative expenses.

- 7.8 Requests by the Grantee for approvals or to extend any due date (including reporting requirements) must be submitted in writing to REACH not less than thirty (30) days prior to the due date and confirmed by a written amendment to this Grant Agreement.

- 7.9 The REACH Finance Director, based in New Delhi, will:

7.9.1 Make funds available electronically in India for advancing funds by demand draft for deposit into the Grantee's interest bearing FCRA bank account.

7.9.2 Ensure timely reimbursement of all properly documented expenses incurred on behalf of the Project, provided the expenses are consistent with the agreed Budget in Annex 1.

7.9.3 Verify that charges to the Project are actual expenditures within the line-items and limits contained in the Budget and in accordance with applicable regulations of Annex 2 and 3.

7.9.4 Upon review and verification of the Cash Request for Funds (Annex 4) and the Quarterly Financial Statement (Annex 5), REACH will notify the Grantee of its approval of the statements via written communication and will remit payment to the Grantee. If the Grantee submits all forms at the specified deadline, REACH will remit payments one month prior to beginning of the quarter for which funds are requested.

- 7.10 The Grantee's Financial Staff will:

7.10.1 Maintain a financial management system that provides for accurate, current, complete, and separate disclosure of financial information (income and expenses) of this Project.

7.10.2 Prepare and submit a quarterly report on Project provisional booking directly to REACH Finance, within thirty (30) days of the last day of the quarter being reported.

8.0. AUDIT

- 8.1 The Grantee must obtain an annual organization audit by an independent Certified Public Accountant, or appropriate counterpart. Additionally, REACH may require a Project audit during the life of the Grant if deemed necessary as referenced in Annex 2 (*Mandatory Standard Provisions for Non-U.S. Nongovernmental Recipients, Clause 2—(d)*).
- 8.2 The Grantee must ensure that appropriate corrective action is taken within six (6) months if there are any audit findings related to the Project and must specify the contact person responsible for the corrective actions and the anticipated completion date.
- 8.3 Financial records, supporting documents, statistical records, and all other records pertinent to an award shall be retained for a period of three years from the date of submission of the final expenditure report.

9.0 ADDITIONAL PROVISIONS

- 9.1 Mandatory Standard Provisions for Non-U.S. Non Governmental Recipients. Clauses 1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 12, 13.
- 9.2 Required as Applicable Standard Provisions for Non-U.S. Non Governmental Recipients, Clauses 5, 6, 7, 8, 10, 18, 23, 24

10.0 ANTI-TERRIIST CERTIFICATION

By signing this agreement the grantee certifies that:

- 10.1 The Grantee has not provided, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts.
- 10.2 Specifically, in order to comply with its obligations under 12.1, the Grantee will take the following steps:
- 10.2.1 Before providing any material support or resources to an individual or entity, the Grantee will verify that the individual or entity does not appear (i) on the master list of Specially Designated Nationals and Blocked Persons, which list is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC) and is available online at OFAC's website : <http://www.treas.gov/offices/eotffc/ofac/sdn/t11sdn.pdf>, or (ii) on any supplementary list of prohibited individuals or entities that may be provided by USAID to the Recipient.

The Grantee also will verify that the individual or entity has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the Taliban, Osama bin Laden, or the Al Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Recipient should refer to the consolidated list available online at <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.

- 10.2.2. Before providing any material support or resources to an individual or entity, the Grantee will consider all information about that individual or entity of which it is aware or that is available to the public
- 10.2.3 The Grantee will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.
- 10.3 A clarification of all terms used in this section is given below:
- 10.3.1 “Material support and resources” means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safe-houses, false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials.
- 10.3.2 “Terrorist act” means (i) an act prohibited pursuant to one of the 12 United Nations Conventions and Protocols related to terrorism (see <http://untreaty.un.org/English/Terrorism.asp>); or (ii) an act of premeditated, politically motivated violence perpetrated against noncombatant targets by subnational groups or clandestine agents; or (iii) any other act intended to cause death or serious bodily injury to a civilian, or to any other person not taking an active part in hostilities in a situation of armed conflict, when the purpose of such act, by its nature or context, is to intimidate a population, or to compel a government or an international organization to do or to abstain from doing any act.
- 10.3.3 “Entity” means a partnership, association, corporation, or other organization, group or subgroup.
- 10.4 Any violation of the terms listed above shall be grounds for unilateral termination of the agreement by REACH and USAID prior to the end of the grant period.

IMPLEMENTATION PHASE

Once the Grant Agreements have been duly signed by both the parties, the 'Roll Out Phase' comes to an end and the next phase starts off.

This is the 'Implementation Phase'; the actual work begins here and so this phase is marked by **Reporting** and **Monitoring** supported by General Administration (**Administration**). In order to do so many **Tools** have to be developed in house and or imported from outside.

Following is a list of Templates/Samples/Tools used by REACH India during its Implementation Phase.

This is an indicative list and all the Templates/Samples/Tools are also indicative and exemplary in nature. Though they can also be used as is if need be.

For Reporting

1. **Project Deliverables:** In order to give a clear idea to the grantees and for efficient monitoring of the project / program a predefined set of dates for expected reports/ other deliverables should be given to the grantees right from the start.
2. **Work Plan:** To work in a logical, chronological manner a work plan should be formulated. It also gives an idea about the complete picture.
3. **Monitoring & Evaluation Plan:** A format/plan to track the progress of project against the targets.
4. **Monthly Report (2 templates):** This can be used by the grantees as well as the donors to keep an update of the activities on a monthly basis.
5. **Annual & Semi Annual Narrative Report:** This report would give a descriptive account of all the activities undertaken by the grantees. It could be annual or semi annual as per the requirement.
6. **Financial Report:** This report would give a clear picture about the budget, income and expenses during any quarter/year or any other reporting cycle.

For Monitoring and Tracking

In order to gauge the success and/or progress of any program/activity there is a need to track the beneficiaries, observe, understand and analyse the changes in the organisation and keep a check on the quality issues. To do so some specific templates/ checklists/tools will be needed.

1. **Base Line Survey Sheet:**
2. **Centre List:** This will serve as a complete list of all the centres/interventions that are being run arranged by geographical area/ NGO wise and give the complete picture at a glance. It can also serve as a monitoring tool to keep a tab on the visits to the centres.
3. **Site Visit Template:** This is a monitoring tool to observe and document all the relevant aspects of the centres /sites during visits.
4. **Organisational Development Checklist:** This checklist includes commonly recognized elements of best practices in the area of organizational culture, management processes & procedures and strategic planning. It is meant to reflect the overall Organisational Development status of the NGO and not just the status of the team that implements the project.
5. **Financial Review Checklist:** A checklist to be used for the review during the implementation of the project to ensure smooth functioning.
6. **Quality Education Checklist:** This Tool is designed to help NGOs/implementing organisation to assess the improvement in the quality of their own programs. (The entire checklist is being given as a separate complete document)

REACH India being an education project needed to track the number of student who benefited through the various interventions and thus a Student Tracking Tool was developed. Technical Assistance and Capacity Building were two important dimensions of the project and thus separate checklists /tools were developed to analyse the trends and understand the impact of various interventions.

For Administration

1. Time Sheet
2. Leave Application Template
3. Bill to Company Letter
4. Cash Payment Receipt Voucher
5. Travel Advance Form
6. Scope of Work for Travel
7. Scope of work for Finance Review

PROJECT DELIVERABLES

Year 1 workplan	31.03.2006
Dissemination plan (1 year and 3 year)	30.04.2006
Total project workplan Refined Year 1 workplan	31.05.2006
Monitoring and Evaluation plan	31.05.2006
Financial reports	31.03.2006 30.06.2006 30.09.2006 31.12.2006
Annual Financial report	31.12.2006
Narrative reports	30.06.2006 31.12.2006
Capsule Narrative report	15.03.2006
Baseline study report	31.03.2006
M & E reports	30.06.2006 31.12.2006
Interim M & E report	31.08.2006
Annual audit report of the organization	31.10.2006

REACH India Work Plan Overview from October 2006-March 2008

Activities	Quarter I			Quarter II			Quarter III			Quarter IV			Quarter V			Quarter VI		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
I. Project extension, reporting, disbursement and close-out																		
1. Receiving & processing of the Grantee NGOs' extension plans¹																		
A. Providing guidelines	Send letters																	
B. Receiving extension plans		NGOs respond																
C. Processing extension plans		Process request	Process request															
D. Providing approvals		Amend agreements	Amend agreements															
2. Receiving & processing of the Grantee NGOs' reports and plans																		
A. 6 monthly narrative report	Delhi		Chhattisgarh, Jharkhand, N. Karnataka	Kolkata		Mumbai	Delhi		Chhattisgarh, N. Karnataka, Jharkhand	Kolkata		Mumbai	Delhi		Chhattisgarh, N. Karnataka, Jharkhand	Kolkata		Mumbai
B. Quarterly financial reports			Chhattisgarh, Jharkhand, Mumbai, Karnataka	Delhi, Kolkata		Chhattisgarh, Jharkhand, Mumbai, Karnataka	Delhi, Kolkata		Chhattisgarh, Jharkhand, Mumbai, Karnataka	Delhi, Kolkata		Chhattisgarh, Jharkhand, Mumbai, Karnataka	Delhi, Kolkata		Chhattisgarh, Jharkhand, Mumbai, Karnataka	Delhi, Kolkata		Chhattisgarh, Jharkhand, Mumbai, Karnataka
C. Annual financial report	Mumbai	Delhi		Karnataka, Jharkhand	Kolkata					Chhattisgarh								
3. Maintaining REACH India's reporting schedule²																		
A. 6 monthly narrative report of REACH India to USAID	Annual performance report to USAID						Semi-annual performance report to USAID						Annual performance report to USAID					Final performance report to USAID
B. Quarterly financial report	report to USAID			report to USAID			report to USAID				report to USAID		report to USAID			report to USAID		report to USAID
C. REACH India workplan	To USAID																	
4. Disbursing funds to NGOs³																		

¹ Grantee NGOs desiring extension are expected to provide to REACH India work plans and rationale for extension.

² REACH India provides 6 monthly progress/narrative reports and quarterly financial reports to USAID. These are sent to USAID from AIR Washington.

³ This is done based on an analysis of expenditure reports and burn rates.

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Activities	Quarter I			Quarter II			Quarter III			Quarter IV			Quarter V			Quarter VI		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
A. Delhi			Grant disbursement In January			Grant disbursement			Grant disbursement			Grant disbursement						Grant disbursement
B. Jharkhand		Grant disbursement			Grant disbursement			Grant disbursement			Grant disbursement			Grant disbursement				Grant disbursement
C. Kolkata			Grant disbursement In January			Grant disbursement			Grant disbursement			Grant disbursement						Grant disbursement
D. Chhattisgarh		Grant disbursement				Grant disbursement			Grant disbursement			Grant disbursement						Grant disbursement
E. Mumbai		Grant disbursement			Grant disbursement			Grant disbursement			Grant disbursement			Grant disbursement				Grant disbursement
F. Northern Karnataka		Grant disbursement			Grant disbursement			Grant disbursement			Grant disbursement			Grant disbursement				Grant disbursement
5. Close-out																		
A. Disposal of assets															Of the grantees			Of REACH India
B. Receive final reports																From all grantees		
C. Make final payments to NGOs ⁴																	To all grantees	
D. Close accounts																		Of REACH India
6. Hold Advisory Board meetings			Hold meeting					Hold meeting					Hold meeting					Hold meeting
II. Manage NGO grants																		
1. Delhi			Program review Finance review	Data processing & verification on M&E visit									Program review Finance review					Data processing & verification on M&E visit
2. Jharkhand		Program review Finance review Will be held in December						Data processing & verification on M&E visit					Program review Finance review					Data processing & verification on M&E visit
3. Kolkata			Data processing & verification			Program review Finance							Program review Finance	Data processing & verification				

⁴ Final payment will be reimbursement, not advance.

REACH India Work Plan Overview from October 2006-March 2008

Activities	Quarter I			Quarter II			Quarter III			Quarter IV			Quarter V			Quarter VI		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
			on M&E visit			review						review	on M&E visit					
4. Chhattisgarh					No Cost Ext. Program review Finance review In June				Data processing & verification on M&E visit		Program review Finance review			Data processing & verification on M&E visit				
5. Mumbai			Program review Finance review M&E Review visit by EQ team In March											Data processing & verification on M&E visit				
6. North Karnataka				Program review Finance review Have been planned for July				Data processing & verification on M&E visit		Program review Finance review				Data processing & verification on M&E visit				
III. Provide technical support to REACH India grantees to develop capacities for effective delivery of quality educational services to children.⁵																		
1. Delivering TA for REACH India grantees and documentation of TA																		
A. Delhi		Follow up LCS		Work shop on TLM development Planned for April							Review and cleaning up of STT data with NGOs on a one to one basis for inclusion in the final report to USAID	M&E visit by international consultant						
B. Jharkhand	Planning Institutional Capacity Building of NGOs	Conducting 10 days workshop Will be held in	Training with individual NGOs on Monitoring and	Training with individual NGOs on Monitoring and	Monitoring and review meeting with each NGO	Monitoring and review meeting with each NGO	Monitoring and review meeting with each NGO		Follow up training on STT data with Badlao		Review and cleaning up of STT data with NGOs on	Review and cleaning up of STT data with NGOs on						

⁵ Technical support to the NGO grantees will be provided with the help of the AIR partners for REACH India, namely World Education (Organizational development and Educational services), and Juarez and Associates (M&E). Both international and national consultants and agencies will be contracted to provide support. TA for Finance and Administration will be provided by REACH India Finance and Administration staff; support from local financial consultants will be taken when required.

REACH India Work Plan Overview from October 2006-March 2008

Activities	Quarter I			Quarter II			Quarter III			Quarter IV			Quarter V			Quarter VI		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	in education	January	review Visit by EQ team	review visit by EQ team	visit by EQ team STT data analysis wrkshp with NBJK sub-grantees	visit by EQ team	visit by EQ team				a one to one basis for inclusion in the final report to USAID	a one to one basis for inclusion in the final report to USAID						
C. Kolkata	Plan and conduct quality education serialised workshop III	Refresher STT training to Sanlaap Will be held in January			Work shop on TLM development (Under Discussion)		Review and analysis with CINI Asha of their own Child tracking system			Review and cleaning up of STT data with NGOs on a one to one basis for inclusion in the final report to USAID		Review and cleaning up of STT data with NGOs on a one to one basis for inclusion in the final report to USAID						
D. Chhattisgarh		STT training to Naandi and its sub-grantees	Exposure visit	Refresher STT training to AASHA	Work shop on TLM development (Under Discussion)	One to one refresher STT training for Digdarshika and Naandi sub-grantees	Exposure visit	STT data analysis workshop				Review and cleaning up of STT data with NGOs on a one to one basis for inclusion in the final report to USAID						
E. Mumbai	Plan quality education serialised workshop ⁶		Conduct quality education serialised workshop I In Ferbruary Work shop on TLM development In April		Conduct quality education serialised workshop II In April		Conduct quality education serialised workshop III In May	Data analysis TA workshop by M&E team Conduct quality education serialised workshop III					Review and cleaning up of STT data with NGOs on a one to one basis for inclusion in the final report to USAID					
F. N. Karnataka		Plan quality education serialised workshop	Conduct quality education serialised workshop	Exposure Visit	Conduct quality education serialised workshop	One to one refresher training on STT	On-site Support to NGOs	Conduct quality education serialised workshop	On-site Support to NGOs					Review and cleaning up of STT data with				

⁶ Planning will be participatory

REACH India Work Plan Overview from October 2006-March 2008

Activities	Quarter I			Quarter II			Quarter III			Quarter IV			Quarter V			Quarter VI		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
		STT training to SVYM and its sub-grantees	I		II (Workshop I will be held in March) Workshop on TLM development (Under Discussion)	for TRDC, SVYM, Akshara and Agastya Will be held in May & July		III						NGOs on a one to one basis for inclusion in the final report to USAID				
IV. Initiate building of networks, advocate and promote the adoption of good practices within the NGO and state/district education community⁷																		
1. Build collaborations and create a shared vision among REACH India partners																		
A. Network meetings	Mumbai	Chhattisgarh Will be held in January	Jharkhand Delhi	N. Karnataka	Mumbai	Jharkhand	Delhi		Chhattisgarh		Mumbai		Delhi	Mumbai				
B. Conferences						Karnataka workshop on community participation in delivery of basic education ⁸ Have been planned for June & July	National Workshop on inclusive education ⁹ A brain storming session to be held in May	Regional Workshops on lessons learnt, advocacy & sustainability ¹⁰	Regional Workshops on lessons learnt, advocacy & sustainability	Regional Workshops on lessons learnt, advocacy & sustainability	National Workshop on teacher education ¹¹							
2. Disseminate information on REACH India	Website updates		Website updates	newsletter	Website updates In March		Newsletter//Website updates		Website updates	newsletter	Website updates		Newsletter//Website updates		Website updates	newsletter	Website updates	
4. Compile and distribute resource	Annual Report		REACH India Diary//Ca				Semi-Annual Report						Annual Report					Final REACH India

⁷ Networks between and among grantee NGOs, sub-grantee NGOs, other NGOs, government and other civil society actors will be initiated, or strengthened where they exist. The network will be encouraged to promote systems reform on educational issues, discuss and debate issues of common interest, encourage knowledge sharing and promote advocacy for impacting policy.

⁸ SVYM will host and MVF and others in our network will attend

⁹ Planning will begin earlier, with a consultant contracted to work with the REACH NGOs to prepare papers for the workshop. Participants will include our NGOs as well as the Government of India.

¹⁰ These are regional quasi-'wrap up' workshops, where the participants gather to share what they have learned from their REACH projects. These would feature presentations that would require significant preparation. We would give prior guidance on how the presentations would look - requiring each NGO to analyse and present their STT and QEAT, and OD Checklist data to each other, including reflections on the process of learning and applying these tools. These would end with a discussion with potential donors in each region.

¹¹ Planning will begin earlier, with a consultant contracted to work with the REACH NGOs to prepare papers for the workshop. Participants will include our NGOs as well as the Government of India.

REACH India Work Plan Overview from October 2006-March 2008

Activities	Quarter I			Quarter II			Quarter III			Quarter IV			Quarter V			Quarter VI		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
publications including research findings, NGO directories to stakeholders.			lender															Report
5. Research		Finalise topic(s) for REACH India research ¹²	Begin documentation of good practices Planning Development of measurable standards in Teacher Training	Begin Issue based studies		Begin study Capacity Building grant experience and the Direct Service Delivery grant experience	Begin compilation of Grantee Action Research			Document on planning Development of measurable standards in Teacher Training ready	Complete Issue based studies Consolidate Grantee Action Research	End study on Capacity Building grant and Direct Service Delivery grant experience	End documentation of good practices					

¹² These would include collecting information on documentation of good practices already continuing within the project as well as some additional topics common across NGOs.

Monitoring and Evaluation Template: ABC , Project

Result	Indicator Definition	Target	Data Collection				Data Analysis
			Sources	Disaggregation	Frequency	Persons or Entity responsible	Methods and Procedures
Objective I: To identify following: i) Staff (ii) Partner NGOs (iii) Community Workers (iv) Children with disabilities v) Schools (vi) Teachers (vii) Vishesh Acharyas in project area							
1.1 Selection of Suitable Staff	Appointment of Project Director / Finance Manager / Field Officer / Accountant / Office Boy (One each)	Selection of Project Director / Finance Manager / Field Officer / Accountant / Office Boy by July 05	Data available with ABC By tapping resources through Advertisement in Newspaper	Staff based at Bhopal except Field Officer & Office Assistant . Field Officer & Office Assistant based at Raipur, Chattisgarh	One time task or as & when required	Executive Director	Analysis of their past performance. Area of specialization. And/or Interview Issue of Appointment Letters

1.2 Selection of Partner NGOs	Technical bid of proposal submitted. Financial bid of proposal submitted. Management System, Job chart of different functionaries. Documentary system. Accounting System. Experience and knowledge of resource persons. FCRA Status. Financial statements. Date of Registration of NGO.	MOU with 5 NGOs by Oct 05	Proposals submitted by Prospects . Organisation details submitted by prospects . Information gathered during onsite visit.	By demographic location	One time task	Core Team members	Analysis of submitted proposal. Analysis of Organisation details submitted. Onsite inspection based on interview with resource persons. Verification of their accounts and records. Observations and checks carried out on sample basis
1.3 Selection of Community Workers (<i>Selection of the Field Staff of the subgrantees</i>)	Selection of Five Project Coordinators / Five Field Officers / Sixteen Community Workers & Five Accountants	Selection of Project Coordinator / Field Officer / Community Workers/ Accountant by Oct 05	Data available with respective subgrantees . By tapping resources through Advertisement in Newspaper	With 1 each Project Coordinator & Field Officer at Jagdalpur, Raipur, Bilaspur, Korba & Bishrampur; and 3 each CWs at Jagdalpur, Bilaspur, Korba & Bishrampur and 4 CWs at Raipur	One time task or as & when required	Respective Management Staff (President/ Secretary of the respective organizations)	Analysis of their past performance. And/or . Qualification and/or . Interview . Issue of Appointment Letters

<p>1.4 Identification of Children with disabilities, schools, teachers, vishesh acharyas in the Project Area</p>	<p>Identification of children with disabilities. Identification of schools where these children can be enrolled. Identification of teachers who can be trained to take care of such children in the normal formal schools. Identification of Vishesh Acharyas within the community who can be trained to take care of such children who can't be brought in school, and also to play a multi-dimensional role & become an important component for the sustainability of the noble task even after the completion of the project.</p>	<p>Identification of approx 500 children with disabilities in the 1st year, and around 2800 in year II (cumulative) and 3000 in year III (cumulative). Identification of No. of schools to get enroll appx 500 children in the 1st year, 2800 in year II (cumulative) and 3000 in year III (cumulative). Identification of approximately 150 teachers in the 1st year, 425 teachers in year II (cumulative), and 450 in year III (cumulative). Identification of appx 50 Vishesh Acharyas in the 1st year, and around 100 Visheah Acharyas in the 2nd year (cumulative).</p>	<p>Data collected through PRA exercise</p>	<p>By gender, by social group, by type of disability, by geographical location (rural/ urban); by education program (government school/ full alternative school/ special school/ recognized private school)</p>	<p>Continuous task</p>	<p>Core members & Project Coordinators of the respective organizations</p>	<p>Critical analysis of the collected PRA data</p>
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Objective II To assess & categorize the need of children with disabilities.							
2.1 Assessment of the need of the children with disabilities and their categorization according to disabilities.	Number of camps organized to identify children with disabilities. Numbers of children identified and categorized disability wise.	5 Assessment Camps in Year I; 20 Assessment camps in year II (cumulative). 3000 number of disabled children to be identified through camps	Data collected through PRA exercise; NGO camp records.	By gender, by type of disability, by location, by social group.	Year I - annual Year II - Four Monthly	Core members & Project Coordinators of the respective organizations	Count of actual number of camps organized. The individual profile of all identified children will be maintained in a computerized data base
Objective III: To do TNA (Training Need Analysis) of various Stakeholders regarding Inclusive Education & impart training to cater knowledge & skill-related needs.							
3.1 Training the project staff regarding Inclusive Education, PRA (Participatory Rural Appraisal)	Conducting Inclusive Education Workshop	To upgrade the knowledge of Project Staff regarding Inclusive Education Number of staff to be trained year I: 25 Number of staff to be trained year II: 40 (cumulative)	Records regarding Inclusive Education Workshop. Foundation Course Certificates. Other Programme Records	By type of training conducted, by gender of participants.	Annual	Core members	Inputs to the staff during monthly meetings as per the assessed need. Through Foundation Courses. Through workshop. Through foundation course

3.2 Training of Community Workers	To upgrade the knowledge & skills of Community Workers	<p>10 trainings in the year I and 15 trainings in the 2nd year (cumulative).</p> <p>Number of workers to be trained in year I - 16</p> <p>Number of workers to be trained in year II - 30 (cumulative);</p> <p>Training during Monthly Meetings.</p> <p>Training through Foundation Course.</p>	<p>Records regarding Community Workers Training</p> <p>·</p> <p>Monthly meeting training records</p> <p>·</p> <p>Foundation Course Certificates</p>	By type of training conducted, by gender of participants.	Annual	Core members and Project Coordinators	<p>Through workshop.</p> <p>Through task & exercise based trainings.</p> <p>Inputs to the staff during monthly meetings as per the assessed need.</p> <p>Through Foundation Course.</p>
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3.3 Training of Teachers	<p>To upgrade the knowledge & skills of the teachers so that they can take care of enrolled children with disabilities along with other children.</p> <p>50 Sankul 2-day training programmes for teachers in the year II (Appx 25 teachers/trg, total 1250 teachers)</p>	<p>5 ten days teachers training programmes in the 1st year & 15 such training programmes in the 2nd year (cumulative). Approximately 30 teachers/trg, total: 450 teachers to be trained.</p> <p>Number of teachers trained in year I - 150; Number of teachers trained in year II - 450 (cumulative)</p> <p>Total number of formal schools to be covered - 500 Total number of in-school children to be impacted - 52,000</p> <p>Number of teachers trained in year I: Nil; Number of teachers trained in year II 1200 & year III 1250 (cumulative);</p>	<p>Records regarding 10-day Teachers Training Programme . Records regarding Sankul Teachers Training</p>	<p>By gender, by social group, by level of school (primary/upper primary), by location (rural / urban)</p>	Six monthly	Project Coordinators	<p>Count of the number of workshops organized for teachers Through task & exercise based trainings</p>
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3.4 Training of Vishesh Acharyas	To upgrade the knowledge & skills of th identified Vishesh Acharyas so that they take care of such children who can't be brought in school, and able to play a multi-dimensional role & proves to be an important component for the sustainability of the noble task even after the completion of the project	Five 8-day Vishesh Acharyas trainings in the year one and 10 such trainings in the year II (cumulative). . Training through Foundation Course to a few promising Vishesh Acharyas. Number of Vishesh Acharyas to be trained in year I - 100; Number of Vishesh Acharyas to be trained in year II 200 (cumulative);	Records regarding Vishesh Acharyas Training. Foundation Course Certificates	By type of training conducted, by gender of participants.	Annual	Project Coordinators	Through workshop . Inputs to the Vishesh Acharyas during various coordination meetings as per the assessed need.
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3.5 Parent Training Programmes	To upgrade the knowledge, skills and attitude of the parents of the children with disabilities to look after their special children.	<p>50 parents training programmes (Appx 30 parents/trg, total: 1500 parents)</p> <p>Number of training programs organized in year II - 40 Number of training programs organized in year III - 50 (cumulative)</p> <p>Number of parents trained in year I: Nil; Number of parents trained in year II 1200 and in year III: 1500 (cumulative)</p>	Records regarding Parents Training Programmes	By type of training conducted, by gender of participants.	Annual	Project Coordinators	Count of number of training programs conducted and also count of the number of participants.
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3.6 Community Orientation Programmes	To sensitize community towards the children with disabilities	Twenty Five Community Orientation/ Awareness Programmes in the tenure of the Project. No. of community orientation programs organized in year I - Nil No. of community orientation programs organized in year II - 20 & 25 in year III Twenty Five (cumulative);	Records regarding Community Orientation/ Awareness Programmes (Jan Pratinidhi Orientation programme)	By type of orientation programs conducted, by gender of participants.	Annual	Project Coordinators	Count of number of orientation programs conducted and also count of the number of participants.
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Objective IV: To build capacity of Partner NGOs in various disciplines.

<p>4.1 Sub grantees demonstrate overall improved financial, managerial and technical capacities to plan and implement inclusive education programmes for children with Special Needs</p>	<p>Percentage of achievement over the baseline in financial systems demonstrated by sub-grantees.</p> <p>Percentage of achievement over the baseline in organisational management systems demonstrated by the sub grantees.</p> <p>Percentage of achievement over the baseline in educational service delivery for vulnerable children demonstrated by the sub grantees.</p>	<p>All Five sub-grantees demonstrate 40% achievement over the baseline in all three areas in year II. The areas are, financial systems, organization management systems and inclusive educational service delivery.</p>	<p>Site visits, document review.</p> <p>Interviews with NGO administrators.</p> <p>Observation checklist measuring NGO performance against baseline results.</p> <p>Feedback received through Third Party Evaluation</p>	<p>By type of NGO (Direct Service Delivery/Capacity Building).</p> <p>By geographic location.</p> <p>By type of capacity built or educational service provided.</p>	<p>Annual</p>	<p>Core members and Project Coordinators</p>	<p>Three distinct checklists will be developed and used by ABC for assessing the existing systems of sub-grantee NGOs in the three core areas (i.e., finance, organizational management and inclusive educational technical capacity). The improvement in NGOs' respective capacities would be compared against NGOs' performance on the baseline result.</p> <p>Five number of sub-grantees with demonstrated improved financial capacity/total number of sub-grantee NGOs trained by ABC in financial management.</p> <p>Five number of sub-grantees with demonstrated improved organizational management systems/total number of sub-grantee NGOs trained by ABC in organizational management systems.</p> <p>Five number of sub-grantees</p>
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Objective V: To make community sensitive regarding disability							
5.1 Selection of suitable Awareness Material	Workshops with experts from the various art-related disciplines to build strategy regarding the selection of suitable Awareness Material.	To come up with a strategy and identify & select suitable & effective media, material that can be used effectively for the awareness of the community with respect to disability. The list of awareness material would be ready by June 2006	Workshops records with respect to the Awareness material development.	By type of material	One time task	Core members And Project Coordinators	Through workshop. . Brainstorming with experts to find out the various ways and alternatives available in the Chattisgarh that can be effectively & efficiently used.
5.2 Awareness Material Development	Workshop/ workshops with artists to formulate & develop material as per the assessed need above . Audio recording in the studio. . Video/ film shooting as required	Development of *Pamphlets/ Slogans * Short Film * Songs * Puppet shows / Street shows. * Sports, games and other activities for the participation of PWDs & peer (Non disabled children) group together * Radio Programmes *News articles The awareness material would be developed by March 2007	Workshops records with respect to the Awareness material development.	Participation of the experts from the Chattisgarh area	One time task	Core members And Project Coordinators	Through workshop. . Through audio recording in studio. . Through shooting. . Through recording street plays. . Through performing puppet shows. . Through writing scripts, plays, lyrics, stories, slogans, punch lines etc

5.3 Execution of Awareness Programmes	Sensitization on disability among stakeholders.	55 Awareness Programmes in the tenure of the Project. Year I - 5 Year II - 50 (cumulative) & Year III - 55 (cumulative).	Records regarding Community Orientation/ Awareness Programmes	By type of awareness programs conducted, by gender of participants.	Annual	Project Coordinators	By count of number and type of events organized for creating awareness.
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Objective VI: To include CWDs (Children with Disabilities) in mainstream education.

6.1 Enrollment in normal school / Special School/ Education at home by Vishesh Acharyas of the identified children with disabilities.	Number of children with disabilities enrolled in education programs.	Enrollment of approx 2800 children in year II and 3000 in year III(cumulative).	NGOs Enrolment records; formal school records.	By gender. By social group (SC/ST). By disability By education sector (Formal/Full Alternative School/ Government-recognized Private Schools). By geographic location.	Monthly	Core TEAM members & Project Coordinators from each Partner NGO.	Actual enrolments of children will be maintained in a computerized data base.
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6.2 Retention of children in the education programs.	Percentage of children who continue in the formal school in the subsequent year.	80% of children who would continue in year III	NGOs Enrolment records; formal school records.	By gender. By social group (SC/ST). By disability By education sector (Formal/Full Alternative School/ Government-recognized Private Schools). By geographic location.	Annual	Core TEAM members & Project Coordinators from each Partner NGO.	Number of children who continue in the subsequent year divided by the total number of children enrolled in the previous year in the formal schools.
	Percentage of children who continue in the special school in the subsequent year.	80 % of children who would continue in year III					Number of children who continue in the subsequent year divided by the total number of children enrolled in the previous year in the special schools.
	Percentage of children who continue with the education by Vishesh Acharyas at home.	80 % of children who would continue in year III					Number of children who continue in the subsequent year divided by the total number of children enrolled in the previous year in the education by Vishesh Acharya program.
6.3 TLM Development & use of TLM at schools	Developing effective TLM for teaching children with disabilities. Facilitating teachers for the use of TLM so as to teach children with disabilities effectively.	No. of Formal school Teachers to use TLM: 450	TLM Development Workshop records. TLM distribution to various teachers as per the programme records.	by gender; by location; by	Continuous work	Core TEAM members & Project Coordinators from each Partner NGO.	Through Workshop. Use of TLM during Teachers Training and Sankul Teachers Training

6.4 Development of Resource Centres and Sub-Resource Centres.	Creating Resource Centres and Sub - Resource Centres for use by Teachers, Parents & Children with Special Needs.	Development of 5 Resource Centres and 20 Sub - Resource Centres by year II & development of 25 sub-resource centres by year III (cumulative).	NGO and sub-grantees records, site visits of centres.	By type of resource centres, by location of resource centres	Annual	Core TEAM members & Project Coordinators from each Partner NGO.	Setting of Resource Centres as per the identified need and strategic location of the centres and sub-centres.
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APRIL 2007 ACTIVITY REPORT ON REACH INDIA

Grants Awarded

Delhi \$ Amount

Kolkata \$ Amount

Mumbai \$ Amount

Jharkhand \$ Amount

Chhattissgarh \$ Amount

Karnataka \$ Amount

Region/ Amount	Primary grants	Sub-grants awarded	Sub- grants in progress	Total
Delhi	<ul style="list-style-type: none"> ▪ AADI ▪ CEMD ▪ Deepalaya ▪ Disha ▪ Katha ▪ Prayas ▪ SARD 	- - 6 - - 6 -		
Total NGOs				7+12
Jharkhand	<ul style="list-style-type: none"> ▪ Badlao ▪ BVA ▪ CWD ▪ NBJK 	- - - 10		
Total NGOs				4+10
Kolkata	<ul style="list-style-type: none"> ▪ CINI Asha ▪ CLPOA ▪ IPER ▪ Manovikas Kendra ▪ Sanlaap ▪ Vikramshila 	12 5 - - - 5		
Total NGOs				6+22
Chhattissgarh	<ul style="list-style-type: none"> ▪ AASHA ▪ Digdarshikha ▪ Naandi Foundation ▪ LSS * ▪ Vanvasi Chetna Ashram 	5 4	- - -	
Total NGOs				5+9
Mumbai	<ul style="list-style-type: none"> ▪ Avehi Abacus ▪ Door Step ▪ Sahaara ▪ Save the Children ▪ Shelter Don Bosco ▪ Ummeed 	None	None	
Total NGOs				6
Karnataka	<ul style="list-style-type: none"> ▪ Agastya Foundation ▪ Akshara Foundation ▪ SVYM ▪ Teacher Foundation ▪ TRDC 	7 8	-	
Total NGOs				5+15
Total \$ 9,100,785				33+68 101

* Grant Terminated

Program Implementation & Developments

April was the month of quality education initiatives!

Mumbai NGOs were exposed to the second round of Learning Classroom Series – a quality education technical assistance series for improving the teaching & learning strategies.

Jharkhand NGOs were linked with Nalanda Resource Agency so that they can develop independent educational resource groups within their respective organisations and thus have a greater impact of their strategies for teaching, learning, community participation.

For Karnataka NGOs, a quality education consultant was identified who did need assessment and the process to outline a training schedule has begun.

The other activities include

In Delhi

- The process of budget review continued for Prayas, SARD & AADI.

In Jharkhand

- The Nalanda resource team visited CWD, BVA and NBJK and provided on site support to the staff in improving the quality education delivery. This exercise was part of the organizational capacity building program being undertaken by Nalanda on behalf of REACH India.
- Site verification visits were made to Sunder Pahari area, one of the toughest to reach areas, where Badlao Foundation is running learning centres. The centres were visited by Mr. Partha Roy, Consultant REACH India, together with the field staff of Badlao Foundation.
- Site verification visits were made to the learning centres of CWD in the Rania block of Ranchi District and to learning centres of Lohardagga Gram Swaraj Samiti (LGSS), a sub-grantee of NBJK. A visit was also made to NBJK in Hazaribagh and BVA in Bagodar where the REACH India team interacted with the third batch of girl students enrolled in the residential bridge camp.

In Kolkata

In Chhattisgarh

- A visit was made to Naandi, Hyderabad for budget review.

In Mumbai

- As a consequence of the Site verification visit in the last month and its observations, 7 centres have been closed down.
- The Second set of LCS workshop was conducted by the consultant Ms. Jayshree Oza. The workshop also had resource persons from the Mumbai NGOs - Door Step School, Ummeed, and Save the Children India as well as from IUCAA, a resource agency specializing in teaching Science and Maths.

In N Karnataka

Education Quality and Organizational Development

- The second workshop in the quality education series for Mumbai partners was held from 16th to 20th April 2007. Ms. Jayshree Oza, the expert consultant, along with the REACH India team facilitated the workshop. Mr. Ashok Rupner from (IUCAA, Pune) conducted a session on Teaching Learning Materials and this was highly appreciated.
- In order to chart out the training schedule for the Karnataka partners, a visit was undertaken to meet the identified Quality Education resource consultant Mr. Hameed Manjeshwar and his team in Mangalore. Discussions with the consultant and his team included designing of the training plan, laying out the training schedule, the contract and

the budget as well as the product deliverables as one of the outcomes of the training sessions. Mr. Hameed Manjeshwar and his team have conducted a needs assessment with TRDC at Haveri and Agasyta Foundation at Koppal in Kukunoor in the last week of April 2007.

- Support was provided to NGO partners for reporting data on the Quality Education Assessment Tool.
- REACH India is planning to have a third party evaluation of its technical assistance series in quality education called Learning Classroom Series in Delhi, Jharkhand and Kolkata.

Monitoring and Evaluation

- Prepared monitoring & evaluation update for last six months for reporting to USAID.
- Consolidated, cleaned and analyzed the student tracking data of 87 grantees and sub-grantees NGOs. The data was imported into the SPSS (Statistical Package for Social Scientists) and was analyzed for various dis-aggregations for reporting against the performance monitoring plan in the semi-annual report.
- As per the analysis, as on 31 March 2007, REACH India is touching 119,375 children directly through NGO interventions.

Dissemination

- Information was collected from all the 32 NGOs in all the six regions about the major activities & achievements of the past six months about the major initiatives and compiled together in the Semi - annual report.
- The recruitment process for the Communications and Dissemination Officer was initiated.
- A news story about the achievements of a Chhattisgarh NGO Digdarshika was compiled and sent to AIR.
- *Inclusive Education Initiative*

In order to address and make people more aware about the issue of inclusive education, a core group was formed consisting of following organisations American India Foundation, Actionaid India, Action for Ability Development and Inclusion (AADI), Christian's Children Fund, Digdarshika, Handicap International, Leonard Cheshire International & REACH India.

The process that will be followed is that this core group will first come together for a one day "brainstorming" meeting that will provide leadership for developing a strategy for advancing inclusive education and then this initiative will be taken further by the way of formation of networks, sharing of good practices, creating & maintaining collaborative links with Government agencies.

The objective of the first meeting would be to share ideas, concerns and aspirations with the aim of giving them a shape that can constitute a common platform for advocacy, resource mobilization, improved and intensified practice, information sharing and networking.

Finance and Administration

Grant administration

- Visited Naandi in Chhattisgarh to review budget for the remaining grant period along with the no-cost extension phase.
- Prepared Semi-Annual Report for the period Oct'06-Mar'07.
- Prepared grants modification letter for some organizations.

The financial month end activities

- Brought all invoices current, reconciled month-end financials, updated accounts, scanned all supporting documentation, and sent month-end report files to AIR.
- Collected REACH India employee timesheets, leave slips, reconciled leave records, prepared and disbursed April payroll.
- Processed April month-end invoices for payment, cut cheques, and sent/delivered payments to vendors owed.
- Conducted follow-on correspondence and problem-solving with grantees in all regions as required.

Others

- A US Congressional Delegation visited a capacity building Delhi NGO Prayas.

Annual Narrative Report

for the Period of 1st January'2006 to 31st December'2006

Residential Bridge Camp for the Schooling of Disadvantaged Girls of Bagodar



Programme Supported by:



REACH India

New Delhi

Submitted by:

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Residential Bridge Camp for the Schooling of Disadvantaged Adolescent Girls

Background Information

Residential Bridge Camp of Banwasi Vikas Ashram has been one of the leading pilot models for schooling of at-risk adolescent girls in Jharkhand. The REACH India supported programme started from 15th December'2004 to provide residential bridge course schooling to 300 adolescent out of school girls from rural areas of community development block Bagodar in Giridih district and their lateral mainstreaming to formal schools at age appropriate levels. The project covers 300 such girls in 3 academic sessions of 11 months duration with enrolment of 100 girls in each batch and their lateral mainstreaming after completion of the course.

The REACH India project has specific focus on improving the local education system with quality education inputs and capacity building of partner organizations like Banwasi on effective service delivery of quality education in unserved areas. This has helped Banwasi to build up organizational strengths and also in disseminating quality education within the state of Jharkhand.

Summary of previous reports

Till 2005 204 adolescent at risk girls were enrolled in the residential bridge camp. The first Academic session (December'2004 – November'2005 started from 15th December'2005 with 100 girls enrolled in residential bridge camp at Bagodar. Total 101 girls got enrolled during the academic session for the 11 months bridge course and followed NCERT curriculum based on minimum levels of learning.

All the girls have been 10 to 14 years of age (about 2/3rd of such girls between 12-13 years age group) and the baseline confirmed that 82 of such girls have never been to school and rest 19 were dropouts from formal schools after one or two years of schooling before their enrolment at bridge camp. 43 of the girls have been first generation learners. The baseline also reveals poor socio-economic status of these girls. At the bridge camp the girls have been imparted bridge course schooling and life skill education to prepare them for challenges ahead. The overall personality development of girls has also improved with co-curricular activities like bal sansad, bal sabha and exposure visit to important sites for practical learning.

After the bridge course schooling 80 girls have successfully completed primary schooling up to grade 5 in the first academic session, and 18 other girls qualified grade 4 exams in final evaluation.

11 of these girls appeared in admission tests (of grade 5 level) for admissions in Kasturba Gandhi residential Girls School (recently launched under state Sarva Shiksha Abhiyan initiatives) for secondary education and successfully qualified the tests. These 11 girls have been mainstreamed through this full alternative school at Bagodar for upper primary and secondary education.

Annual Narrative Report : January - December'2006

For the Second Academic session (November'2005 – October'2006) total 100 girls were enrolled at the start of the session. The second batch consisted of more over-aged girls as 89% girls are in 12-14 years age group. 90% of these girls have never been to school and rest 10 has one or two years of formal schooling before their dropout from schools.

Get together events, parents meetings, Task Force Meetings and other Occasions events have witnessed active participants of other stakeholders including parents, social activists, people's representatives and representatives from SSA and other NGOs.

The bridge camp approach has gained some popularity among Muslim communities, where the out of schools are very high in numbers. The schooling experiences of pass out girls have increased their share from 1/6th in previous batch to 1/4th in this second batch.

Banwasi has been able to enrich its core curriculum with help of two sessions of '*learning classroom series*' at Ranchi organized by REACH India. With these workshops Banwasi has developed its own curriculum for bridge course schooling. The exposure visit to Bodh Shikshan Sansthan at Rajasthan has also helped the team to better understand community mobilization and pedagogy components of innovative education. The new curriculum integrates life-skills and the learning outcomes have been more specific to correlate with practical life situations. During the period Banwasi has also made efforts to 'primary schooling for disadvantaged children' through its newsletter *ujale ki ore*, presentations and experience sharing at district SSA meetings and other network meetings.

From the 2nd academic session Banwasi has also introduced uniform for girls at residential bridge course with the help of parents and other sources to develop self esteem among girls.

No More Thumb Impressions! Please

In Bhalpahari village most of the santhal families are agriculture labourers and most of the adolescent girls have to look after the domestic chores and taking care of their siblings when their parents are at work. Puja daughter of Jagdish Tudu and Parvati is eldest of the four brothers and sisters. Apart from the domestic chores she was also an earning member of the member. She was earning average Rs. 20 a day by collecting sal leaves and datum (sal twigs) from nearby forest and selling it to nearby market at Bagodih.

She felt frustrated and embarrassed whenever she went to the PDS where she has to put thumb impression. She had deep desire to attend schools like other girls of nearby villages but there was no schooling facilities for girls like her age in the locality. When one of the Bridge course pass out girls Sapna from the same village returned back and shared her experience, Puja eager to join residential bridge course at Bagodar and persuaded her parents who were not willing to send her away. One day Puja left alone for Bagodar and her parents finally agreed. They joined her to Banwasi centre where she was enrolled in the second academic session. In the beginning Puja had much problem in hindi but after one year of schooling she has qualified the course with grade IV level competencies. When Puja was going back to her village she was happy that she doesnot need to put thumb impressions again in the PDS shop. She wants to continue her schooling further in Saria Middle school and become a teacher.

Key Accomplishments:

Two academic sessions of residential bridge course has been successfully completed and the third academic session is going on.

Total 304 adolescent girls enrolled at residential bridge camp and 199 girls successfully completed the bridge course (including new enrolments in the 3rd academic session)

80 of the girls have been successfully transitioned to formal and full alternative schools at upper levels and good retention of these girls has been observed in formal schools. The 2nd academic session is recently over in November and we expect more transitions by March.

Educational awareness among Muslim community has significantly increased in the rural areas.

As one of the resource organizations on primary schooling of at-risk children Banwasi has collaborated and actively participated in developing a Quality Education Package (under SSA and UNICEF initiative) for capacity building of bridge course teachers in Jharkhand.

The organization has delivered quality education inputs including the REACH India learning in capacity building of bridge course teachers in 11 districts of Jharkhand (in Santhal Pargana and North Chotanagpur region).

Major Activities

Get together of girls and Parents

The get together programme was organized on 1st December, 2006 at the launch of the third academic session. In this event the pass out girls of previous academic sessions and the third ongoing academic session, their parents and distinguished guests from the local community actively participated.

Mr. Binod Singh MLA of Bagodar inaugurated the programme and appreciated the residential bridge programme efforts. He stressed that this centre has immensely helped in motivating parents for girls' education in low literacy pockets like Bagodar.

He assured his full support to the programme and requested the parents to cooperate and also motivate other parents in their neighbourhood. Mr. Singh along with other local personalities Block Medical Officer Dr. Binay Kumar, retired headmaster Kamaldeo Singh, SSA representatives addressed the communities with special focus on schooling of at risk children.

Schooling of girls

Residential bridge course Bagodar has completed second academic session of adolescent girls in November, 2006 and the third academic session has started from 1st December.

Annual Narrative Report : January - December'2006

The final evaluations of the second batch has shown marked progress among the girls and total 82 girls have successfully completed grade V level whereas 17 of the girls completed grade IV and one completed grade I competencies.

This year Banwasi has revised the periodic evaluation plans to simplify the process and entire course has been structured into 5 learning grades represented from lowest to highest in order as Kislay, Suman, Upwan, Vatika and Fulwari.

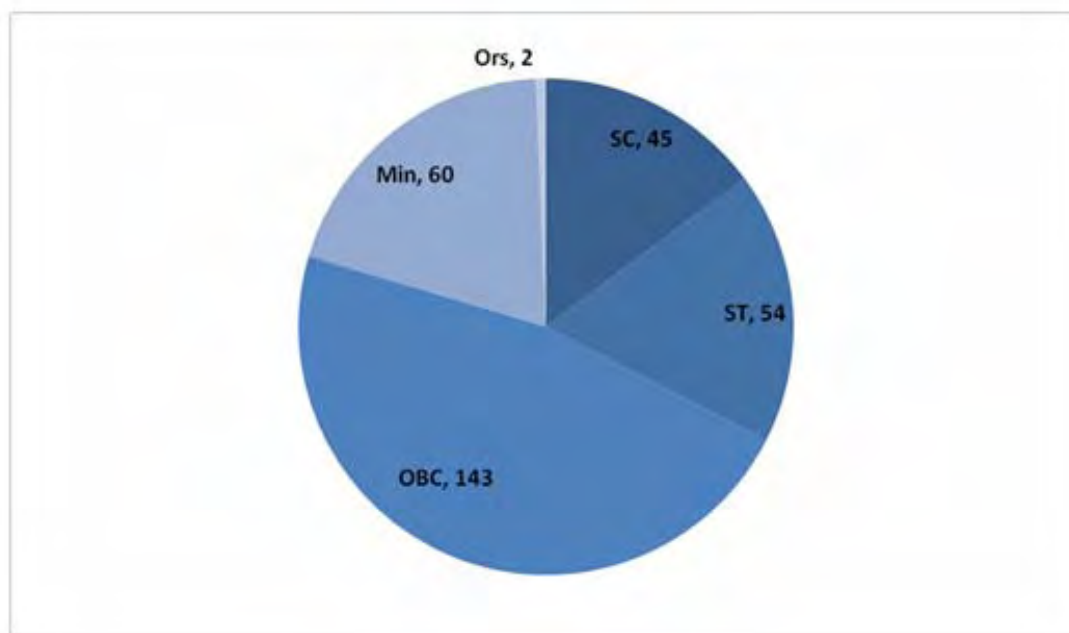
Mainstreaming status of girls till December,06

Mainstreaming	SC	ST	OBC	Minority	Others	Total
Formal	18	16	19	16	0	69
Full alternative	1	1	3	6	0	11

Profile of girls at residential bridge course

Most of the girls at residential bridge course are from vulnerable social groups with poor economic conditions of their families.

Consolidated social disaggregation of girls at bridge course over 3 years



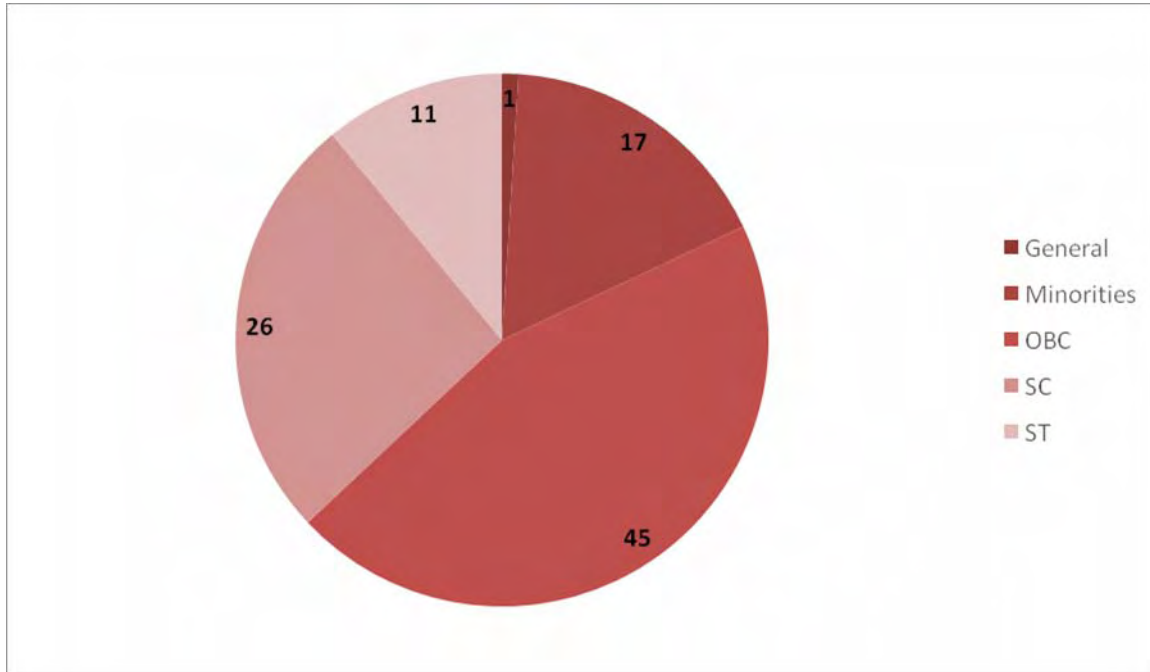
Total number of girls 304

Social disaggregation of the third academic session

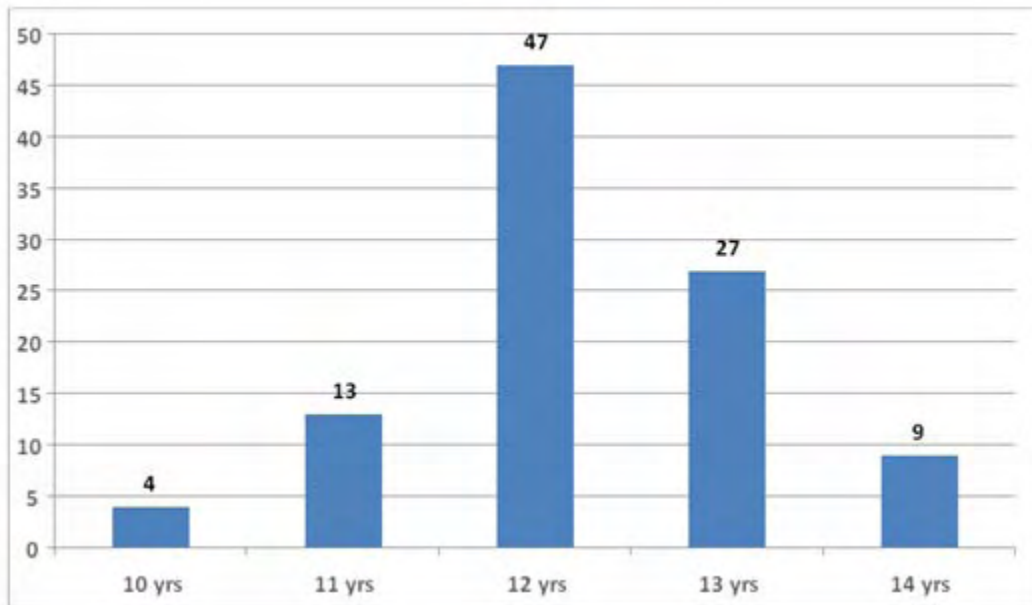
The project has gained good response from the conservative muslim communities in rural areas of Bagodar where the girls have limited scope for formal schooling and retention of these girls is very poor in formal schools.

Profile of girls enrolled in 3rd academic session

Social profile of the girls of 3rd academic session (total 100 girls)



Age distribution of girls in 3rd academic session



During the year Sarva Shiksha Abhiyan started a campaign Back to school which has increased girls enrolment in the area however the dropout has also significantly increased. This year more number of dropout girls have been enrolled at bridge course.

Number of Dropout girls	48
Number of girls never been to school	52

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Two third of these girls had been involved domestic chores and other activities which had been major caused of missing the schools however the increased motivation of parents has ensured learning opportunities for such girls.

The Baseline test conducted at the start of course showed better results since most of the girls have been dropout. Total 47 of the girls qualified the baseline test of class I and the girls have been organized in four learning groups as per their level of achievements.

Academic activities for second session

Banwasi bridge course has finalized its curriculum on the basis of its experiences and learning from the REACH India Learning Classroom series. This 3-phase workshop has also helped the teachers to better understand the curriculum and make necessary adjustments within the curriculum for more congruity with local settings.

In the month of January 06 the third phase of Learning Classroom series had specific focus on active classroom assessment methods and Banwasi has adopted the rubric methods in classroom assessment. Rubric method for continuous evaluation of children, which has helped teachers insight for corrective actions required for individual child. By the end of March the teachers realized specific problem of syllables with girls. Since the girls are more accustomed to vernacular the language proficiency was rather slow and extra classes with some games, worksheets and practice helped them to overcome the problem.

The revised curriculum has specifically enriched the EVS classes which have become more integrated and also included language and numerical efficiency. Local exposure visits to local village fair, hat, post office, telephone exchange and the discussion thereupon in classroom and bal sabha have been very helpful to assimilate the learning with working knowledge.

The regular classroom assessment and term end evaluations had been part of promotion of girls to next upper grade. By the end of the academic session final performance of the girls is as follows:

Level of competency	Total no. of girls qualified (cumulative)
Grade V	82
Grade IV	99
Grade I	100

7 of the girls have been mainstreamed to formal schools while one of the girl was mainstreamed to Kasturba Awasiya Vidyalay at grade VI level. The second phase was more challenging in terms of average age of girls (most f the girls were around 14 years age which is average age of marriage in the rural areas among some of the communities. However the course has been successful to retain girls throughout the period. The mainstreaming activities will peak in the month of April,07 when the new enrolment starts in formal schools.

Peer Learning Activities



To encourage learning in peer based activities Bal sabha, Bal sansad and local exposure visits have been very successful. In these events children get first hand experience and communicate in classroom which builds up oral and writing communication skills. The observation during exposure visit is shared in peers through various activities and role play where the teachers help girls to correlate these experiences with classroom activities and text materials.

F

n



organized in the month of October to provide girls a learning opportunity and also to become familiar with some interesting places of Jharkhand including the Hundru Falls, Rajrapa and Hazaribag.



The Bal sabha and sansad activities helps in generating curiosity and self quest for learning among the children which encourages them to collect information and build up self confidence of analyzing and making decisions by their own.

Local doctors are also actively involved in the Banwasi campaigns and often provided free medical checkup facilities for the girls of bridge course. Girls have also an opportunity to learn from doctors on preventive care and early treatments of diseases which are common in the area. Girls at bridge camp were also involved in regular health monitoring which has made them aware about their physical progress and also imparts numerical skills in measuring. The children are aware of immunization schedules, personal hygiene and sanitation.

A play was conducted by Department of Information and Broadcasting, Govt, of India on Mother and child healthcare. The play was very interesting and girls discussed the preventive care methods and practices in the next bal sabha.

Vocational Training

To build up the vocational skills Banwasi first analyzed aptitude of the girls on vocational skills, Not surprisingly most of the girls preferred traditional skills for vocational training. Apart from these vocational skills Banwasi has taken care to develop basic lifeskill among girls which includes personality development, knowledge of basic services, healthcare, hygiene and confidence to take decisions in complex life situations by their own.

Banwasi Vikas Ashram, Bagodar, Giridih (Jharkhand)

New Teaching and Learning Materials

Banwasi teachers and staff have developed some new materials after their exposure to the Bodh workshop and further the TLM demonstrations in the National Conference of REACH India organized in New Delhi in 2005. The organization has further developed some roulette games to encourage language improvement and problem solving.

Capacity Building of teachers

In the month of January final phase of learning classroom series was organized by REACH India at Ranchi. Here the teachers shared the new curriculum with Resource Person Ms. Jayshree Ojha, who provided some valuable inputs to enrich the curriculum. The follow up visit of Ms. Ojha in May,2006 has been helpful in finalizing the core curriculum which was developed by Banwasi team on workshop inputs meanwhile. The workshop also helped teachers to better understand the evaluation techniques, Rubric and methods of continuous evaluation.

The organization has introduced Rubric tests and assessment for continuous evaluation of children. The evaluations consists formal tests as well as Rubric for specific corrections.

Teachers Reflection Meetings:

The teacher's reflection meetings are hold in regular frequency at weekly and monthly intervals to assess the needs and share their experiences.

Parents Meetings

Regular parents teacher meetings have been organized over the period. In these quarterly meetings the parents were updated about the progress of their girls.

This opportunity was also used to provide them practical exposure to bridge course environment.

The girls have reported back after vacations that they received better care at home and it was never that encouraging to read at home.

To encourage Muslim parents the team members also held meeting with local religious leaders and invited them for camp visits which has been impressive and helped in enrolment of more at-risk girls from minorities.

The organization also mobilized other stakeholders like NGO representatives, teachers, SSA workers and social activists through quarterly Task Force Meetings. The District Education Officer also visited the camp to observe activities and adopt some best practices in District SSA.

Dissemination of Bridge Course for schooling of over-aged children

Influencing the local education system for quality education inputs has been one of key strategies of its dissemination plan. In the month of February- March, 2006 after one month collaborative workshop with CINI and JEPC, Banwasi came out with a training module and worksheet for the training of SSA bridge course educators (under Quality Education Package). Banwasi has been assigned the task of capacity building in 11 districts

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of Jharkhand (mostly Santhal Pargana and North Chotanagpur region). The training at two levels viz.

I The district level training of Block Master Trainers (SSA) by Banwasi trainers, and

II Block level training of bridge course educators by BMTs above (under supportive supervision of the Banwasi Trainers).



The final module of bridge course educators 'PRAYAS' has some quality education inputs from the the Learning Classroom series also. Banwasi has strived to scale-up bridge course approach and centre management techniques it has further acquired under the ongoing programme and capacity building inputs from REACH India.

The training Module Prayas and worksheets have been designed to help the teaching activities based on minimum levels of learning, centre management, development of appropriate teaching learning materials, Continuous evaluation of children, and mainstreaming. So far the first phase training of Block Master Trainers has been covered in all the 11 district covering total 259 Master Trainers.

Banwasi half-yearly newsletters on quality education have been published under the REACH India project to initiate local level discussion on quality education and encourage good practices in formal education system. These resource booklets 'ujale ki ore' has been appreciated by practicing teachers and has been designed with special focus on teachers of community based schools where the capacity building inputs are limited.

In the month of April ambitious *School Chalen Abhiyan* was launched by SSA which has resulted into high enrolment of over aged children in formal schools. During the follow up meeting of this meeting at Ranchi it has been agreed by State Education Officials that one teacher will be specifically trained in bridge course schooling. Separate classess shall be arranged within the same infrastructure at formal schools for their improved pace of learning and subsequent mainstreaming.

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I. Executive Summary

REACH India, funded by the United States Agency for International Development (USAID), aims to strengthen the capacity of India non-governmental organizations (NGOs) to contribute to achieving India's constitutionally-mandated goal of Universal Elementary Education. In order to contribute to this goal, REACH India provides selected NGOs with grant funding to implement projects defined by the terms of project proposals. The proposals were reviewed and approved by REACH India project staff, a project selection committee and USAID. In addition to grant funds, REACH India provides administrative and technical support to the organizations selected to receive grants.

The project area of REACH India comprises six regions of India, three urban (Delhi, Kolkata, Mumbai) and three rural (Jharkhand, Chhattisgarh, North Karnataka). The project aims to benefit 200,000 children via a variety of NGO interventions such as bridge courses for out of school children; coaching support for in-school children at-risk of dropping out; through teacher training and other means. Two types of grants are made to NGOs: direct service delivery grants for NGOs implementing projects themselves and capacity building grants for NGOs who, in turn, will select and provide capacity building assistance to another range of NGOs.

Beginning in September 2003 the project has passed through several, overlapping phases that have been reported on in prior six monthly and annual reports:

Phase 1: Project establishment—office, staffing, Advisory Board and Grant Selection Committee, development and approval of project procedures and methods;

Phase 2: Grant announcement, review and selection process begins; finalization of Project Monitoring Plan;

Phase 3: Grant selection process in additional regions; initial technical assistance workshops with NGO grantees conducted; project implementation by selected NGO partners begins; project monitoring and evaluation tools developed and/or modified including the individual student profile, the student tracking tool, the education quality checklist, and the organization development checklist;

Phase 4: Grantee selection process in additional regions; initial technical assistance workshops with NGO grantees conducted; newly selected grantees begin project implementation; technical assistance in quality education; financial management and organization development provided to NGO grantees selected earlier; REACH India national conference organized and conducted; including production of film on REACH India; quality education workshop series (Learning Classroom Series) designed and first sessions held in Delhi; reviews of financial practices of grantees conducted followed by development and implementation of plans for improvement.

Phase 5: Start of the extension, budget cut and phase out period. Receiving of proposals for no-cost extension, discussion with each grantee regarding the benefits of the extension, revision of the budgets and finalization of the REACH India overall budget; continuation of the technical assistance to the other regions; start of consolidation activities.

By the beginning of this reporting period (October 2006), the grant roll-out process had been completed in all six regions and implementation had begun in full swing. In all, \$9.4 million in grant funds were committed to 33 NGO partner grantees (including LSS of Chhattisgarh), 22 (including LSS) direct service delivery grantees, 11 capacity building grantees and 68 sub-

grantees of capacity building grantees. However, with the budget cut, the grant amount went down to \$7.82 million.

The semi-annual report will focus on the progress made by these grantees in implementing their projects, on the technical assistance provided to grantees via the REACH India project, on the monitoring and evaluation efforts conducted and the impact of the budget cut and extension proposal reviews.

As on March 31, 2007, the total enrolment of children in the NGO run education interventions reached 119,375. Amongst all regions, Jharkhand has the largest number of children in the NGO run education programs, and accounts for almost one-fourth (24.8%) of the total enrolments. Mumbai has only 11.8% children. The remaining four regions have almost equal number – Kolkata (17.2%), Delhi (16.5%), North Karnataka (15.1%) and Chhattisgarh (14.6%). Further, the three rural areas, Jharkhand, Chhattisgarh and North Karnataka, account for more than half (54.5%) of the total children in the NGO run education interventions under the REACH program.

Most of the children are enrolled in bridge courses (43.8%) run by NGO grantees; direct enrollment in formal schooling systems accounts for 11.1 percent of enrollments while ECE/Balwadi programs had 11.9% of enrolments. The enrolments in the remediation classes have gone up to 29.9% which was 22.3% in the previous reporting period. This is due to the start of interventions by the North Karnataka and Chhattisgarh grantees which focus mainly on in-school children.

Majority of children in Delhi (87%) and in Jharkhand (78.4%) are enrolled in bridge programs. Kolkata has a significant number (36.9%) enrolled in the remediation program followed by 28.8% enrolled in bridge centres. Of the total enrolments in Chhattisgarh, 71% children are enrolled in the remediation classes. Similarly in North Karnataka, 45.6% children are in remediation program and 34.8% are directly enrolled in the formal schools. In Mumbai, 47% children are enrolled in the ECE/ balwadi program and 45% are in the remediation program.

The trend of equal gender distribution in the education programs continues in this reporting period. The grantees have enrolled almost equal numbers of girls (50.5%) and boys (49.5%). However, within the program type, the observable differences in gender distribution are visible in the bridge course and direct enrolment programs, within which more girls are observed in bridge course (52.3%) and more boys are seen in the direct enrollment category (52%) and also in the AES program for children with special needs (61%).

By March 2007, a total of 26,265 children have been mainstreamed from NGO run education program into the formal schooling system. Of these, 84.5 percent completed a bridge course and were transitioned into a formal school while another 12 percent completed a balwadi and were transitioned into a formal school. An additional 2.6 completed a bridge course and transitioned into a full alternative school.

A total of 14,913 have dropped out of the REACH funded interventions. Of these students, 20.3% have been reported to have gone on seasonal migration, 11.8% have dropped out because of work at home while 9.6% dropped out because they were not interested in studies.

Agastya and TRDC undertook an exposure visit to Naandi Foundation learning centers and the World Education supported Care National Child Labour Project (NCLP) School in Mahabubnagar, Andhra Pradesh. The objectives of this trip were to understand the approaches of Naandi and NCLP in fulfilling education needs of working children / child labour. The team observed

classroom management processes and classroom transactions, especially teaching learning methodologies, methods of identifying children for the learning centers, methods of assessment (pre and post competency based tests), approaches in mobilizing communities, use of teaching – learning materials and the life skills education focusing on agriculture that was being imparted to the girls. An exposure visit was organized for the NGO partners from Jharkand to visit the project site implemented by Nalanda Resource Center in Mehmoodabad district of Uttar Pradesh. Nalanda is running 20 learning centres for the girls in the age group of 6-14 years. The team observed the classroom transaction processes and teaching learning materials.

The Monitoring and Evaluation team conducted a training on the Student Tracking Tool (STT) for Naandi and its four sub-grantees and for four of the five North Karnataka grantees. From a feedback obtained from grantee NGOs, it was found that 54% of the grantees are using the STT for tracking children enrolled in other education programs or for tracking beneficiaries of their other programs. Of these, 69% have adapted the tool to address other needs within their programs unrelated to REACH. Also, based on the feedback of grantee NGOs on the current student tracking tool, M&E team is in the process of developing a revised and more user friendly version of the student tracking tool.

This reporting period saw a lot of initiatives for developing ties with the various organisation having an interest in the education of the underprivileged. This was done by attending/ participating in various conferences, workshops, meetings and one on one discussions. These discussions and interactions have resulted in coming together of a core group of organizations- Action for Ability Development and Inclusion, Action Aid, American India Foundation, Christian Children's Fund, Digdarshika, Handicap International, Leonard Cheshire International and REACH India to convene a one day brainstorming meeting to shape a common platform for promoting Inclusive Education. A concept note has also been developed to facilitate the meeting indicating some of the possible objectives and outcomes of a common effort.

The process to draft a close-out checklist, which will become a single point of reference for close out activities for both direct service and capacity building grantees, has begun. With two versions to address unique requirements of each of these categories, it will include important things-to-do, documents and reports to obtain, different methods of calculations to cross check grantees financial reports, backups of accounting software to take etc. In addition, a dissemination plan for sharing the close-out checklist is also being thought about. Strategies for dissemination range from individual meetings during program or finance related visits, telephonic coaching and conference calls, distribution of a concept paper etc.

A review of no-cost extension proposals along with the budget review was carried out in six regions over the last three months. In all REACH India received 25 proposals for the no-cost extension. Also, budget review exercise was carried out for the NGO partners to gain insights into the under spending of the projects. A detailed work-plan and the accompanied budget were worked out for all the NGOs for the remaining period of project implementation.

II. Introduction

REACH India is a project funded by the United States Agency for International Development (USAID) that aims to improve access of vulnerable children to quality basic education. The project complements the Government of India's Sarva Shiksha Abhiyan, a key component of the Universal Elementary Education (UEE) program.

The project provides grants and technical assistance to NGOs is to address the basic education needs of at-risk children -- defined for this purpose as children (especially girls), up to 14 years

of age, who are either out of school or are in school but in danger of dropping out. This is done by:

- Strengthening NGOs to scale up delivery of educational services to out-of-school children and improve the quality of education in schools
- Building the capacity of smaller NGOs to do likewise

REACH India provides two types of grants:

- Direct Service Delivery Grants: to NGOs for direct delivery of educational services to vulnerable children in formal and alternative educational programs.
- Capacity Building Support Grants: to enable NGOs to mentor and support grassroots NGOs in providing basic education services to vulnerable children in formal and alternative educational programs. Organizations receiving Capacity Building Support Grants help selected Grassroots NGOs in two ways: a) Give them sub-grants to implement the Grassroots NGOs' educational programs; and b) Use their expertise and experience to boost the capabilities of Grassroots NGOs and local educational systems.

The direct and indirect outcome of REACH India is the delivery of educational services to vulnerable out-of-school (and vulnerable in-school) children and the essential measure of that outcome is the numbers of children, especially girls, to have received these services. The project aims to benefit 200,000 children via a variety of NGO interventions such as bridge courses for out of school children, coaching support for in-school children at-risk of dropping out, through teacher training and other means.

Other purposes are promoted via the project as well including:

- Promoting the adoption of best practices within the NGO and educational communities.
- Encouraging stronger and more complementary relationships between NGOs and government in promoting UEE objectives.
- Encouraging strengthened supportive and resource networks among NGOs to address issues pertaining to the achievement of UEE.

The first region to be given a grant was Delhi and the NGOs began implementation in October 2004, while the last was Northern Karnataka, which began implementation in November 2005.

III. Achievements

- As on March 31, 2007, the total enrolment of children in the NGO run education interventions reached 119,375.
- 78.4 percent of the children enrolled are from a disadvantaged group with children from a scheduled tribe (25.8%), scheduled caste (20.2%), or other backward castes (OBC) (18.8%) constituting the majority of children enrolled.
- By March 2007, a total of 26,265 children have been mainstreamed from NGO run education program into the formal schooling system. Of these, 84.5 percent completed a bridge course and were transitioned into a formal school while another 12 percent completed a balwadi and were transitioned into a formal school. An additional 2.6 completed a bridge course and transitioned into a full alternative school.

- Of all the grantee NGOs using student tracking tool, 54% of the grantees are using the STT for tracking children enrolled in other education programs or for tracking beneficiaries of their other programs. Of these 54% of the grantees, 69% have adapted the tool to address other needs within their programs unrelated to REACH.
- AADI is now working closely with the Delhi government on drafting policies, developing modules and training teachers on inclusive education and issues of disabilities.
- Manovikas Kendra has successfully implemented the remedial teaching programme in the government schools and received an award for outstanding performance in dealing with the remedial teaching programme in the government aided. This was evident from the 82 per cent success rate of the Specific learning Disability students in the annual examination for the academic year 2004 – 05.
- Digdarshika has ensured the continuation of the work initiated under the REACH India project by convincing the Chhattisgarh and Madhya Pradesh governments to continue financing the five sub-grantees who are implementing inclusive education projects after REACH India ends. In addition, using SSA funds, Digdarshika will be providing necessary technical assistance to NGOs in the area of inclusive education in MP.
- A core group of organizations- Action for Ability Development and Inclusion, Action Aid, American India Foundation, Christian Children's Fund, Digdarshika, Handicap International, Leonard Cheshire International and REACH India is in the process of being set up to shape a common platform for promoting Inclusive Education.
- Despite the REACH India office being sealed, work continued; and after 4 months, an application and intensive follow-up, the order for de-sealing of office was finally received on grounds of REACH/AIR being registered as a Non Profit organization.
- Administering of the OD checklist revealed that the 10 (out of 17) organizations who responded (from Delhi, Jharkhand and Kolkata), reported an average score for organizational achievement of 77.14% for year II. Overall the improvement is 23% over the baseline.
- Prepared a template for NGOs requesting a no cost extension.

IV. Project Update – Regions

Summarized below, by region, are examples of individual project progress.

A Delhi

Delhi has completed two and a half years of its implementation. Several visits were made to the NGOs during this phase by AIR, USAID, by REACH India and other visitors.

As in the other regions, proposals were submitted for the no-cost extension and discussions with each organization took place in order to decide whether the no cost extension would be given or not.

The following will give a specific list of NGO activities & achievements.

a. Direct Service Delivery Grantees

1. AADI

The program focuses on providing inclusive education via five government demonstration schools in Delhi as well as transforming the AADI School into one that serves both abled and

differently-abled children. Other activities include community-based educational services for out-of-school children with disabilities and action research.

Achievements:

Activities:

2. CEMD

The project is undertaken in partnership with the Department of Education and UEE Mission of the Delhi State Government, and involves working to improve the quality of education provided in the formal school system in one district, Southwest A, as well as enhancing achievement capacity of the UEE cell by expanding its "management bandwidth."

Based on a revised proposal and several discussions, the suspension of the grant was revoked and expenses began to be incurred against the grant again as of 1 November 2006.

Achievements:

Activities:

3. Disha

Achievements:

Activities:

B. Capacity Building Grantees

6. Deepalaya

Achievements:

Activities:

7. Prayas

Achievements:

Activities:

B JHARKHAND

C KOLKATA

D CHHATTISGARH

E Mumbai

F Karnataka

V. Project Technical Assistance Update - Components

A Quality Education

Educational quality at REACH India includes the dynamics of learners, environments, content, processes and outcomes that serve to enhance the participation of children in education. It forms the mainstay of REACH India's technical assistance program. It subsumes building the capacity of grant partners to effectively deliver education by focusing on learning environments, better teaching techniques, content based and child based learning that serve to better learning outcomes. As a part of technical assistance, strategies are provided to NGO partners to both strengthen the quality of education in their learning centers and to inform educational quality interventions provided at the government schools. The following points capture the highlights of the components on educational quality that were addressed at REACH India:

a. Quality Education Assessment Tool

The Quality Education Assessment Tool, developed by REACH India has been instrumental in informing the planning and content for technical assistance workshops to be conducted with NGO partners. The Tool is designed to help NGOs assess their progress in improving the quality of education in the classrooms of the learning centers that they operate and in the government schools where they work. NGO partners self-administered this tool at the start of their interventions and thereafter, would administer it on an annual basis. The Quality Education Assessment Tool will enable the NGOs to collect high quality data that will help REACH India evaluate the interventions, and in addition, help the NGOs monitor and improve the quality of their own programmes. In addition to the Quality Education Checklist, a user manual was prepared to provide guidelines to NGO partners for sampling and self-administering the Checklist. Operational definitions to the indicators in the Checklist were provided as a guide in the user manual.

b. Technical Assistance Workshops

1. Learning Classroom Series
2. Institutional Capacity Building for Primary Education for NGO Partners in Jharkhand
3. Technical Assistance Workshops for Mumbai Partner NGOs

c. Site Visits

d. Exposure Visits

B Monitoring and Evaluation

C Dissemination and Network Development

Conferences, Workshops & Meetings

One on one discussions

D Finance and Grants Administration

- a. Internal financial and administrative management of REACH office
- b. External management of partner organizations on financial aspect

E Organisational Development

Administration of OD Checklist for the first three regions

Institutional development through the Learning Classroom Series

Initiatives in sustainability of REACH India efforts

Documentation for Visibility, Continuity and Advocacy

VI. Other Issues

VII. Challenges

The challenges for the future are:

Implementation

Documentation and dissemination

Sustainability

Phase Out

VIII. ANNEXURES

REACH India: Baseline Survey Summary Sheet

Section I												
A About children												
1	Total number of children in the age group of 3-14 years identified in the catchment area	Boys			Girls				Total			
									0			
2	Total number of out of school children in the age group of 3-14 years								0			
3	Number of disabled children in the age group of 3-14 years								0			
The questions given below are to be completed only for children to be covered through REACH India												
4	Total number of Children in the age group of 3-14 years to be covered through REACH India								0			
	Number of disabled children to be covered through REACH India								0			
a	Never been to school	Total Number of boys	Total number of girls	Total	3-5 years		6-8 years		9-10 years		11-14 years	
				0	Boys	Girls	Boys	Girls	Boys	Girls	Boys	Girls
b	School drop out										0	
		0									0	
c	Reasons for drop out	Child labour	Sibling care	Disability	Migrant children	Orphan	Children of single parent	Distance of school/ Centre	Lack of interest in studies	Non suitability of school timings	Punishment in school	Other
												0
5	Social Group of children	SC		ST		OBC		Minority		Others		
										0		
6	Total number of children of niche population*											

B Socio economic profile of families							
1	Family status of children	Children living with family	Children living with guardian	Number of Orphan children	Number of street children		
					0		
2	Education of parents	Both parents illiterate	Single parent literate		Both parents literate		
3	Type of family	Number of children living in Nuclear families			Number of children living in Joint families		
4	Background of family	Number of local families			Number of migrant families		
5	Location of house	Rural			Urban		
					0		
6	Number of siblings of children	No Siblings	1 Sibling	2 Siblings	3 Siblings	4 Siblings	5 Siblings and more
							0
7	Monthly income of families	No Income	Upto Rs. 3000	Upto Rs. 4000	Upto Rs. 5000	Upto Rs.6000	< Rs. 6000
							0
C Information about the catchment area to be covered through your REACH India intervention							
1	Number of villages						
2	Number of slums/ resettlement colonies						
3	Number of wards						
4	Number of Blocks						
5	Number of Districts						

D Information about schools in the catchment area									
1	Number of schools	Primary Schools				Middle Schools			
		Government	Private recognized by	Full Alternative	Total	Government	Private recognized by Government	Full Alternative	Total
						0			
2	Number of single teacher schools								
E Retention of students in formal schools during past two years		Primary level			Middle level				
		Government schools	Private recognized by Government	Full Alternative school	Government schools	Private recognized by Government	Full Alternative school		
	Enrollment - Year I								
	Enrollment - Year II								
	Retention - Year I								
	Retention - Year II								
	Retention % - Year I	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
	Retention % - Year II	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
F Information about other Project/ NGOs									
1	Total number of other NGOs working in the area								
2	Area of focus of other NGOs	Education	Health / HIV/AIDS	Natural Resource Management	Empowerment	Others			
	Number of NGOs working in these focus areas								

G Sarv Shiksha Abhiyaan in the catchment area					
1	Is grantee NGO running SSA programme (if Yes, put 1 and if No, put 0)	Yes		No	
2	If yes, Total number of children being served by NGO through SSA				
3	If yes, type of SSA programme being run (if Yes, put 1 and if No, put 0)	Learning Centres/ Non residential Bridge course	Residential Bridge course	Training of teachers	Training of administrators
4	Number of Centres being run by grantee NGO under the type of SSA programme				
5	Number of children being served by grantee NGO under type of SSA programme				
6	Is grantee NGO a member of the SSA Resource Group (if Yes, put 1 and if No, put 0)	At District level		At State level	
		Yes	No	Yes	No
7	Number of other NGOs running SSA programme in the catchment area				
8	Type of SSA programme being run by other NGOs (if Yes, put 1 and if No, put 0)	Learning Centres/ Non residential Bridge course	Residential Bridge course	Training of teachers	Training of administrators
9	Number of Centres being run by other NGOs (consolidated) by type of SSA programme				
10	Number of children being served by other NGOs (consolidated) by type of SSA				
H Networking					
1	Is grantee NGO a member of a network (if Yes, put 1 under the applicable category and if No, put 0)	No	Yes		
			Local	District	Regional
				State	National
2	Number of times met during last two years with other NGOs to deal with an issue on education for at-risk children.	Last Year		Year before last	
3	Grantee NGO part of any Government Committee on education (if Yes, put 1 and if No, put 0)	Yes		No	
4	Number of occasions in past two years NGO invited by Education department in its meetings	Advisory Committee		Decision making	
				Others	

Section II								
A Direct intervention								
	Number of children to be covered by your NGO through REACH India funding	ECE/ Balwari	Non-residential Bridge course	Residential Bridge course	Direct enrolment		Total	Number of children to appear for NIOS exams
					Formal School	Full Alternative school		
a	Year I (August 2005)						0	
b	Year II (August 2006)						0	
c	Year III (August 2007)						0	
	TOTAL	0	0	0	0	0	0	0
B Other support								
1	Total number of children to be reached through other support programmes	Remedial classes/ Extra tuition classes in formal schools						
a	Year I (August 2005)							
b	Year II (August 2006)							
c	Year III (August 2007)							
	TOTAL	0						

2	Training of Teachers and Administrators	Formal School Teachers	Administrators of formal schools	Total	Teachers of NGOs education programme
a	Year I (August 2005)				
b	Year II (August 2006)				
c	Year III (August 2007)				
	TOTAL	0	0	0	0

Site Visit Template

REACH India

Name of the Centre: _____ Centre No: _____

Date of start of Centre: _____

Timings of the Centre*: _____ Duration of Centre*: _____

Duration of course*: Open ended ____ / ____ months (specify months)

Name of the Centre In-charge*: _____

Name of the organization: _____

In case of sub-grantee, name of capacity building organization : _____

Type of education program:

- a. ECE/Balwari centre _____
- b. Bridge course centre _____
- c. Direct enrollment in formal schooling system _____
 - i. Government school _____
 - ii. Full alternative school _____
 - iii. Private recognized school _____
- d. Remediation with in-school children _____
- e. SLD program centre _____
- f. AADI – AES centre _____

Parameters of assessment

Document/ reports reviewed	Status						Remarks/ observations
	No. of students enrolled		No. of students present at time of visit		No. of students marked present at time of visit		
Attendance register	Boys	Girls	Boys	Girls	Boys	Girls	
Regular Centre In-charge present at the time of visit*.	Yes			No			
Student Tracking Field sheets available with teachers							

(* not applicable in case of direct enrolments)

Comments:

Name of REACH India staffer _____

Date of visit: _____

Time of visit: _____

REACH India
Education centre
Site Visit Verification Template – Quality education

Name of the Centre: _____

Centre No: _____

Name of the organization: _____

In case of sub-grantee, name of capacity building organization : _____

Type of education program: ECE / Balwari / Bridge course / Remediation with in-school children / SLD program / AADI – AES/ Full Alternative school

Parameters of assessment

				REMARKS
1.	Is the centre outside or housed inside?	Outside	Inside	
2.	Is the centre spacious enough to accommodate all <i>enrolled</i> students	Yes	No	
3.	Is the centre spacious enough to enable teachers to use active learning methodologies (where children move around room)	Yes	No	
4.	Does the centre appear neat and clean?	Yes	No	
5.	Does the centre have sufficient natural light and ventilation?	Yes	No	
6.	Is there a display of charts, posters on the walls?	Yes	No	
7.	What are children sitting on?	Floormats	Bare floor	
8.	Is there a <i>useable</i> blackboard in the centre?	Yes	No	
9.	When was the teacher most recently trained by the NGO, and on what topic?	Date:	Topic:	
10.	When did the teacher start at the centre?	Month and year		
11.	What is the qualification of the teacher?			
12.	What is being taught at time of visit?	Subject	Topic	

13	The teacher possesses and <i>uses</i> the following:			
	• Lesson plan	Yes	No	
	• Teacher diary	Yes	No	
	• Home/community visit register	Yes	No	
	• Evaluation register	Yes	No	
14	Are children <i>engaged</i> with TLM/textbooks/copies/stationery?	Yes	No	Some

15. Teaching-Learning Methodologies

Indicate the teaching learning interaction (*if you were able to observe it*) at the time of the visit

(can tick more than one)

	Activities Observed	Tick
a.	Teacher lecturing to class	
b.	Teacher is telling a story to class	
c.	Teacher provides demonstrations to class	
d.	Teacher (or student) is leading recitations	
e.	Whole-class discussions, in which <i>teacher</i> does most talking	
f.	Whole-class discussions, in which <i>students</i> do most talking	
g.	Students are individually working on assignments or projects	
h.	Students are working in small groups on assignments or projects	
i.	Students are moving around and working collaboratively on assignments/projects	
k.	Performing routine administrative tasks (attendance, managing class, e.g.)	
l.	N/A: REACH staff site visit was too distracting for teacher and students	
m.	Other (please specify)	
	<i>Total ticks</i>	

16. Additional Observations and Comments

Name of REACH India staffer _____

Date of visit: _____

Time of visit: _____

Organisation Development Checklist

Guidelines for checklist administration:

- This questionnaire is to be administered by NGO staff after an orientation on its use. It is advised that the same individuals conduct subsequent administration to the extent that it is possible.
- It is to be administered by core group comprising of at least 5 NGO staff from different departments / different levels /varied years of experience in the organization.
- The recommended process is for each of the five staff to first fill out the checklist on their own. The core group should then meet and discuss their respective responses in order to achieve a consensus on each item. The consensus responses should be entered into a final version of the checklist.
- It is to be administered now as baseline information and thereafter every six months to check the improvement in organizational development as a result of NGO's own intervention and technical support provided by REACH India.
- Since this is an NGO specific assessment tool the information from this questionnaire cannot be compared with any other NGO but be used as 'report card' on the NGOs own effort towards organizational development.

* Level of achievement: A=not yet started; B=some progress; C= considerable progress; D= achieved

** Level of Priority: Low, Medium and High

Checklist for Assessment of Institutional Capacity of Organization

REACH India

General Information:

Individual sheet

Name of the Organisation:

- Name of the Assessor:
- Date of Assessment:
- Location of Organisation - (rural/urban) :
- Specialisation of the Organization:
- Position of the Assessor:
- Number of years the assessor has been in the organization:

Core Group Sheet

- Date of Concensus Exercise :
- Number of members in the core group :

Name	Designation	Years of service in the organisation
------	-------------	--------------------------------------

- Details of core group member:

* Level of achievement: A=not yet started; B=some progress; C= considerable progress; D= achieved

** Level of Priority: Low, Medium and High

Checklist for Assessment of Institutional Capacity of Organization

REACH India

Area		Level of achievement*	Level of priority**	Comments
1. Organisational Culture				
1. Mission Statement	1. The mission statement is prominently displayed to inform stakeholders.			
	2. Mission statement guides organization planning processes.			
	3. Staff is capable of describing mission statement to stakeholders.			
1.2 Social & cultural environment	1. Staff articulates organisational norms/values while describing the project activities.			
1.3 Stakeholder engagement	1. Services, projects and programs reflect the needs of stakeholders			
	2. The organization has informal consultation with its stakeholders.			
	3. The organisation establishes particular times when consultations are organized with major stakeholders.			
	4. The main stakeholders are identified as: <ul style="list-style-type: none"> - Beneficiaries/clients - Community - Government personnel/agencies - Employees/staff - Donors - Other organizations/NGOs - Research Institutes - Private /corporate sector - Media 			

* Level of achievement: A=not yet started; B=some progress; C= considerable progress; D= achieved

** Level of Priority: Low, Medium and High

Checklist for Assessment of Institutional Capacity of Organization

REACH India

	<p>5. Information is shared amongst stakeholders through</p> <ul style="list-style-type: none"> - Newsletters - Annual reports - Particular events 			
	<p>6. The result of such dialogue is integrated into the organisation's planning process.</p>			
<p>1.4 Partnerships With other NGOs, networks, companies, government authorities</p>	<p>1. NGO consults with government on decision making processes related to its education programme.</p>			
	<p>2. NGO consults with private sector on decision making processes related to its education programme.</p>			
	<p>3. NGO consults with other NGOs on decision making processes related to its education programme.</p>			

* Level of achievement: A=not yet started; B=some progress; C= considerable progress; D= achieved

** Level of Priority: Low, Medium and High

Checklist for Assessment of Institutional Capacity of Organization

REACH India

Area		Level of achievement*	Level of priority**	Comments
2. Management Processes				
2.1 Organisational Chart	1. The organisational chart defines individual responsibilities			
	2. The organisational chart is accessible to all.			
2.2 Openness to change	1. Current management procedures reflect realities of program activities.			
	2. NGO leadership supports review and revision of management processes			
2.3 Meetings	1. Meetings have prepared agenda that include staff input.			
	2. Facilitation of meetings rotates amongst staff members.			
	3. Meetings are minuted.			
	4. Minutes are disseminated to all concerned staff.			
	5. Minutes indicates who has responsibilities for following up on issues.			
2.4 Teamwork	1. Team work is used as an explicit management strategy within the organization.			

* Level of achievement: A=not yet started; B=some progress; C= considerable progress; D= achieved

** Level of Priority: Low, Medium and High

Checklist for Assessment of Institutional Capacity of Organization

REACH India

	2. Supervisors are easily accessible to the staff			
	3. Supervisors and staff regularly assess the quality of teamwork			
2.5 Budgeting	1. Services, projects and programs are used to determine the budget.			
	2. Budgets are used as a management tool and adjusted accordingly.			

* Level of achievement: A=not yet started; B=some progress; C= considerable progress; D= achieved

** Level of Priority: Low, Medium and High

Checklist for Assessment of Institutional Capacity of Organization

REACH India

Area		Level of achievement*	Level of Priority**	Comments
3. Strategy Development				
3.1 Annual plan	1. The development of organization strategy and objectives are derived from the organization's mission statement.			
	2. Planning processes include consultations with beneficiaries/clients.			
	3. Senior staff members are responsible for facilitating long term planning efforts.			
	4. Staff participate in the annual planning process that: <ul style="list-style-type: none"> - is developed on the basis of a long term plan. - focuses on short term objectives. - includes specific indicators to measure progress - details the human, financial and material resources required for the year. 			
3.2 Human resources policy and development	1. The organisation has a human resources policy manual which conforms with National Labour Laws.			
	2. The manual is accessible to all staff.			
	3. The manual is reviewed and revised as necessary.			
	4. The recruitment policies for organization staff are transparent.			

* Level of achievement: A=not yet started; B=some progress; C= considerable progress; D= achieved

** Level of Priority: Low, Medium and High

Checklist for Assessment of Institutional Capacity of Organization

REACH India

	5. The recruitment policies are inclusive of women.			
	6. Women employee are in supervisory and managerial role.			
	7. The recruitment policies are inclusive of minorities and disabled.			
	8. Job descriptions accurately describe the tasks and skills required for the job.			
	9. Job descriptions are discussed and modified in accordance with a defined procedure.			
	10. Employee appraisal is done on a regular schedule.			
3.3 Professional Development	1. The NGO actively promotes a culture of learning.			
	2. Staff professional development policies ensure continued upgrading of staff capacities.			
	3. Training needs and requests are identified and reviewed on a regular basis.			
	4. A budget is available for human resources training.			
	5. Leadership training is available to managers to strengthen leadership qualities.			
3.4 Implementation and	1. Project implementation is routinely checked against stated objectives.			

* Level of achievement: A=not yet started; B=some progress; C= considerable progress; D= achieved

** Level of Priority: Low, Medium and High

Checklist for Assessment of Institutional Capacity of Organization

REACH India

Monitoring	2. The organization has a monitoring system that measures progress against objectives and indicators.			
	3. The monitoring system specifies what data is to be collected, how, by whom, for whom and when.			
	4. Data from the monitoring process is used for decision making about the program.			
	5. The organisation regularly provides program progress reports to relevant stakeholders			
	6. Reporting requirements are clearly defined for each unit of the organization			
3.5 Program Review and Reflection	1. Program review includes both quantitative and qualitative assessment.			
	2. The organization schedules provide opportunities for staff reflection on program and activities and project outcomes.			
	3. Lessons learned and good practices are made available to all concerned staff.			
	4. Lesson learned are used to inform future strategy.			

* Level of achievement: A=not yet started; B=some progress; C= considerable progress; D= achieved

** Level of Priority: Low, Medium and High

FINANCIAL REVIEW CHECKLIST

Nature of compliances to be Verified.

1. Compliances to Statutory requirements as per Local Laws and verification of Legal Documents. Applicable laws are :
 - i. FCRA
 - ii. Income Tax Act / TDS
 - iii. EPF and Miscellaneous Provisions Act.
 - iv. ESI Act
 - v. Payment of Gratuity Act
2. Compliances to Accounting Standards and Guidelines Issued by the Institute of Chartered Accountants of India (ICAI)
3. Compliance to various Grant Agreement Conditions.
4. Compliance to their own internal Bye Laws, Policies etc.

Preparatory Steps before the Finance Review :

1. Analyse the latest Quarterly Financial Report, Cash Request and the Financial Statements generated from TALLY and note the issues / discrepancies to be taken up directly with the organisation.
2. Ascertain scope for capacity building of the project staff i.e. areas where the Accountant or Finance-in-Charge needs to be given advice / recommendation / training.
3. Match and link Project activities as per the work-plan with the detailed budget and the previous spending patterns as per the Quarterly Financial Reports and indicate any substantial deviations and budgetary implications.
4. Follow up on the observations of the previous Finance Review reports (if any).
5. Record the status of any pending / due budget revisions / modifications to be issued / any other pending / unresolved issues with the grantees.

Documents to be taken along for the Review :

- a. Latest Quarterly Financial Report and cash Request
- b. Copy of detailed Budget and Work-plan
- c. Updated Grantee Tracking Sheet
- d. Ongoing correspondence of any pending / unresolved Finance issues
- e. Previous Finance Review Reports and the response of the organisation to the same.

Reporting Format

Observations appearing in the final report should be classified into the following two categories :

- Section A: Observations having grave implications – Cost are either disallowed or suggested remedial measures need to be implemented to avoid disallowance.
- Section B : Observations having implications stemming from unsound practices in Accounting, Internal Control, Clerical Errors etc. Suggested remedial measures to be implemented to correct such errors and ensure transparent and efficient practices.

Compliance to Grant Agreement Conditions

- a. Do the expenses incurred fall within the duration of the agreement
- b. Do the expenses booked fall under any of the following categories :
 - Private expenses of the officials of the Grantee organisation
 - Expenses not associated with activities described under REACH India Agreement
 - Expenses incurred in excess of the obligated amount
- c. Do expenses correspond / are provided for and approved in the budget
- d. Do all expenses fall under the categories - Allowable / Allocable / Reasonable
- e. Is the ratio of Admin Vs. Core Project Expenses maintained at 80-20%
- f. Have all the sub contracts / agreements been approved by REACH India
- g. Are there any budget modifications (beyond 10%), which require prior approval of REACH India.
- h. Has the grantee been submitting proper financial reports and on time.
- i. Conditions associated with Equipment:
 - Has the equipment been procured in accordance with the provisions of the agreement
 - Is the equipment associated with the need of the project
 - Has any Depreciation been charged to REACH India.
 - Has any equipment been booked as expense?
 - Has any equipment been disposed without the approval of REACH.
 - Is a proper inventory indicating purchase and disposal being maintained?
 - Any other issues related to ownership and insurance.
- j. Are separate books of accounts being maintained which provide full disclosure in a transparent manner.
- k. Does an independent auditor conduct an Annual Audit?
- l. Has the grantee earned any interest on REACH Funds in excess of \$250 and has this been accounted for towards REACH.

Verification of other Financial Management Issues

1. Fixed Assets

- 1.1 Have all fixed assets been bought in the name of the Grantee Organisation
- 1.2 Whether these assets are being reflected in the REACH India Balance Sheet and the Consolidated Balance sheet.
- 1.3 Whether the rules of AIR specified in the agreement regarding purchase of assets are followed.
- 1.4 Is the cost of acquisition/ addition within the budgeted amount.
- 1.5 In case any assets have been disposed off during the year.
 - a) Was REACH India's approval sought
 - b) Was a reasonable and justified amount realised on the disposal
 - c) Have sale proceeds been shown as Funds received from REACH or have been deducted from gross expenses.
- 1.6 Has any depreciation been charged on assets bought out of REACH Funds.
- 1.7 Whether fixed assets purchased out of REACH funds are in good working condition and are properly maintained.
- 1.8 Has insurance of assets been taken wherever necessary.
- 1.9 Are the assets being used for the purpose of the project only.
- 1.10 Is an inventory of the assets being maintained.

2. Investments

- 2.1 Whether any fixed deposits were made out of REACH funds.
- 2.2 Does this practice affect the progress of the project for want of funds.
- 2.3 Does this practice contribute to diverted funds for income generation and consequently results in under achievement of primary goals.
- 2.4 Are there any investments which are of speculative nature.
- 2.5 Are investments/ FDRs, available for physical verification.
- 2.6 Whether all investments are in the name of the grantee organisation
- 2.7 Whether any investment(s) has been pledged for securing personal loans or issuing guarantees.

3. Incomes

- 3.1 Whether any interest income beyond \$250 on REACH funds has been shown as funds received from REACH in the Income and Expenditure statement.
- 3.2 Have the proceeds from any sale of assets been properly reflected
- 3.3 Is the organisation taking any contribution or charging any fee from the beneficiaries and whether this is being reported to the donors.
- 3.4 Are incomes from any other Revenue Generation Activity such as Consultancies / fee / etc. being accounted for properly to REACH India

4. Bank

- 4.1 Whether a list of authorised signatories is available
- 4.2 Whether any discrepancy was found while vouching.
- 4.3 Whether Balance Confirmation certificates were obtained from the banks
- 4.4 Whether Bank Reconciliation statement is prepared.
- 4.5 Whether any bearer cheques were issued beyond Rs. 10,000.-
- 4.7 Whether FCRA funds are received in a designated bank account and these funds are not mixed with domestic funds.
- 4.8 Whether any loan has been taken from the bank(s). If yes then (i) amount of loan (ii) security offered (iii) purpose of loan

5. Cash

- 5.1 Whether any material discrepancy was noted while vouching
- 5.2 Are cash balances in excess of normal requirements or norms
- 5.3 Are periodic physical cash verifications conducted by the authorised officials
- 5.4 Whether any cash payments in excess of Rs. 20,000.- were made
- 5.5 Whether cash balance was physically verified and arithmetical accuracy of books checked with the petty cash report
- 5.6 Is the cashier separate from Accountant and the bank-authorised signatory
- 5.7 Has the organisation set any formal limit for Cash payment.

6. Loans & Advances

- 6.1 Whether advances to sub grantees or consultants are supported by relevant clauses in their agreements.
- 6.2 Are advances for project activities shown as advances or expenses
- 6.3 Are there any advances to staff and are they within reasonable limits
- 6.4 Whether any advances are made to third parties/vendors and are valid contracts available.
- 6.5 Whether any advances are long outstanding (more than 6 months)

- 6.6 Is there a procedure for settlement/review of advances and their classification
- 6.7 Are there any advances from REACH Funds which have been written off.
- 6.8 Does the scrutiny of advances reveal old outstanding or other balances which in the opinion of the Grantee, are not recoverable.
- 6.9 Whether funds from REACH have been advanced / utilised for project activities funded by other donors.

7. REACH India Capital Account (Sources of Funds)

- 7.1 Whether Reach India grants, the value of which is shown in the Balance Sheet of the grantee, is reconciled with Reach India.
- 7.2 Whether 'surplus' arrived at in the Income and expenditure A/c is shown as liability towards Reach India
- 7.3 Whether interest income and other proceeds (on disposal/ lease etc.) are shown as part of Reach grant.

8. Capital Expenditure

- 8.1 Whether such expenditure is budgeted under the agreement with Reach and was approved in the action plan.
- 8.2 Whether authorised officials have approved such expenditure
- 8.3 Whether all documents and records (Bills/Quotations) relevant to such expenditure are properly maintained and stored.
- 8.4 Whether any expense of capital nature is treated as revenue item.
- 8.5 Whether the prescribed purchase procedure is followed before incurring such expenditure.

9. Internal Control System

- 9.1 Are the functions Cashier, Storekeeper, Accountant, Purchasing person etc. separated ?
- 9.2 Are the personnel for authorisation of payments / authorisation of expenses and bank signatories separate.
- 9.3 Whether any personal expenses of NGO officer(s)/ management/ trustees have been included as revenue expenditure
- 9.4 Whether any meetings on Financial matters were held ? Check the Minutes of such meetings and decisions taken.
- 9.5 Does a general scrutiny of the books of accounts indicate whether they have been properly maintained.
- 9.6 Whether any independent Auditor is auditing the accounts of the Grantee Annually.
- 9.7 Are there any comments of the auditors which concern the project financed by Reach India.
- 9.8 Are the Response / Management comments to previous audit reports available.
- 9.9 Whether the following subsidiary books / records are being maintained :
 - Salary / Time Sheets / Attendance / Overtime work record.
 - Vehicle log Book
 - Assets Register
 - List of Loans and Advances
 - List of Investments
 - Stocks / Inventories
 - Petty Cash report
 - List of sub contracts and agreements
 - Reconciliation Statements such as

- Bank Reconciliation Statement
- Reconciliation between HO and Field Units
- Reconciliation with the books of the donor

10. General tests

- 10.1 Whether a certificate of proper utilisation of Reach India funds is furnished by the Auditors.
- 10.2 Whether the basis of accounting is cash, mercantile or mixed. Indicate whether there is any change from the method of accounting employed in the immediately preceding previous year.
- 10.3 Whether all expenditures are in accordance with the budget/ agreement.
- 10.4 Whether funds have been utilised appropriately and in line with the objectives of the project.
- 10.5 Whether there is any major variance in the budgeted and actual expenditure incurred by the Grantee
- 10.6 Whether there were any illegal/irregular/improper expenses incurred or whether any failure or omission led to loss / wastage /or misapplication / misappropriation of funds.
- 10.7 Assessment of Financial / Accounting System :
 - Book Keeping (Vouchers and Accounting Statements)
 - Quarterly reports (Timely prepared, Approved, Accurate, Complete)
 - Under / Over spending w.r.t. Budget
 - Realistic Forecast for cash request and basis for pipeline planning
 - Budget Preparation and procedure
 - Budget Comparison Statement
- 10.8 Are common expenses such as Vehicle maintenance / Rent / Salaries amongst being allocated amongst all donors on a logical basis.
- 10.9 Are any non cash expenses such as Depreciation, Rent for own premises, patents etc. charged to REACH
- 10.10 Are their any funds such as Revolving Funds / Corpus Funds / Other Specific or General Funds being created out of Reach India funds.
- 10.11 Are contracts such as consultancy Contracts, Maintenance Contracts, Other Contracts (Rent / Lease / Hire purchase agreements) etc. signed and available for verification.
- 10.12 Are consultancy contracts / Sub grant agreements financed out of REACH India funds in accordance with the terms specified and subsequently approved by Reach India.

11. Legal Matters

- 11.1 Whether the NGO is approved under FCRA.
- 11.2 Whether Reach India funds have been routed through the designated FCRA Account.
- 11.3 Are the Income Tax returns being filed on time
- 11.4 Are the annual Foreign Contribution returns being filed regularly.
- 11.5 Where the NGO has sought Income Tax exemption.
- 11.6 Is the NGO covered under the EPF or ESI acts and are the provisions being followed.
- 11.7 Are the provisions of TDS being applied.
- 11.8 Whether the NGO has renewed its certificate under section 80G of the Income-Tax Act.

12 Specifically for co-funded projects

- 12.1 What is the ratio of funding contributions amongst different donors
- 12.2 Are the expenses / incomes being allocated proportionately amongst donors
- 12.3 Is the ownership of assets clear and justified
- 12.4 Are there any contributions from communities
- 12.5 Are there any contributions in kind from any source. Are these being reflected appropriately.
- 12.6 Do financial statements such as Expense reports / Cash Requests and Budget comparison statements reflect the cost share arrangement clearly.

BASIC DOCUMENTATION FOR A PRE FUNDING APPRAISAL (BEFORE SIGNING OF AN AGREEMENT)

- 1 Organisational Profile
 - a. Vision / Mission / Objectives
 - b. Nature of Interventions / Focus Areas
 - c. Type of Beneficiaries and Nos.
 - d. Geographical coverage
 - e. Names of Donors and Nos.
 - f. Total Financial Turnover / Outlay
 - g. No. of ongoing programs and their financial volume
- 2 Organogram of the organization with Names and Designations of the personnel in the Governing Body.
- 3 Documents related to the Registration of the NGO as a Society/Trust/Non Profit Company etc..
- 4 Copy of the bye laws of the organization – Memorandum and Articles of Association
- 5 Copy of the FCRA Registration and Income Tax Registration
- 6 Consolidated Financial Statements and Audit reports for the last three years.
- 7 Copies of the FC3 Returns, IT Returns and ROC returns (in case of a company) for the last three years.
- 8 List of affiliations to other networks and alliances
- 9 Reports of any past internal / external evaluations (if any) indicating the SWOT of the Organisation and its achievements.
- 10 List of field units being run by the organization along with information on the degree of centralization / decentralization w.r.t. financial and operational issues.
- 11 Any policy / rules and regulations / manuals related to Financial Management an internal control / HR / Administration etc. etc.

Scope Of Work

Dear Dennis,

As per our discussion we intend making a visit to Jharkhand in the next week. The details are

Dates: 25th to 27th July 2006

Visiting Persons: Ms. Kelly Thompson & Ms. Saloni Singhal

NGOs to be visited: CWD, Torpa and Banvasi Vikas Aashram

Purpose of Visit

1. To gain an understanding of the work being done by the two Jharkhand REACH India partners: CWD & Banvasi Vikas Aashram.
2. To give the AIR Staff an insight into the operating of the regional field offices
3. To look for a potential news item/feature/success story/case study for the next newsletter / e-newsletter.

Seeking your approval for the same.

Thanks,
Saloni

SCOPE OF WORK FOR Finance Review

Purpose : Finance Review

1. Follow up on the comments of the previous financial review report.
2. Review of financial transactions in accordance with generally accepted accounting principles.
3. Review of compliance with Grant Agreement (Equipment, Contractual Obligations etc.)
4. Review of burn rate and manner of expediting expenses.
5. Review if Internal Control Practices are in place for the project.
6. Review of expenses to confirm to 3 tests for an expense: allowable, allocable and reasonable.
7. Resolve discrepancies found in the previous quarterly financial reports.
8. Review of interest calculations from the grant FCRA funds and usage of same.
9. Review of compliance with statutory obligations: FCRA, Income Tax, PF, Gratuity etc. to the extent applicable.
10. Assistance in strengthening weaker areas of finance.
11. To collect all documents essential for updating files considering the final closeout.

CLOSE OUT PHASE

As everything that begins has to end so is the case with project/activities/grants. In order to justify the effort, resources – monetary and physical and show the difference the grant / project has made it is necessary and important that the implementing partner / NGO submits all the deliverables as per the schedule and as mentioned in the grant agreement.

To ensure the same following can be useful

1. Final Report: This would serve as the final report of the project and should include summary of all the activities. It should also show the achievements against the targets that were set as per the base line survey done in the beginning of the project.
2. Close Out Checklist: This would help in ensuring that all the necessary legal and program level objectives have been met as per the guidelines.

Final Report – October 2003 to March 2008

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Close Out Checklist

Sr.No	Information Required	YES	NO	Not Applicable
1	All original expense reports attached inclusion Trial, Balance Sheet and Income and Expenditure Account (Except detailed ledger)			
2	Copies of all advances attached			
3	Print out of Prime Grantee Tracking Sheet attached			
4	Original Approved Budgets Attached			
5	All signed modifications to the Grant attached			
6	All documents pertaining to Registration of Organisation attached: Registration of Society / Trust / Company FCRA Approval Letter 80G Approval Letter List of Board of Directors			
7	Soft Copy of Accounting Software from the beginning till end: No passwords on Tally !			
8	List of Equipment / Inventory Log			
9	Approval for disposition of Inventory			
Information on Sub Grantees to be reocorded in our files:				
1	All expense reports attached inclusion Trial, Balance Sheet and Income and Expenditure Account (Except detailed ledger)			
2	Soft Copy of Accounting Software from the beginning till end: No passwords on Tally !			
3	Original Approved Budgets Attached			
4	All signed modifications to the Grant attached			
5	All documents pertaining to Registration of Organisation attached: Registration of Society / Trust / Company FCRA Approval Letter 80G Approval Letter List of Board of Directors			