foundation for sustainable development

intern **grant** guide

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FSD Interns (9+ weeks) in collaboration with their Host Organizations

How much can I request?
FSD will grant up to **$800** USD per project

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Review the Eligibility Criteria and "What We Fund" sections to determine if the project you will propose fits into FSD's funding priorities and criteria. Follow the steps listed in the FSD Grant Application section to submit a full proposal.

What are my chances of funding?
FSD funds around 65% to 70% of submitted proposals; therefore, funding is not guaranteed. If you do not receive funding from FSD, we encourage you to submit your proposal to other foundations.

Introduction to FSD

Founded in 1995, Foundation for Sustainable Development (FSD) enhances the capacity of community organizations around the world to address local health, social, environmental, and economic issues. Our model incorporates three programs that support underserved communities in a collaborative and sustainable manner:

(1) Grassroots Development and Support

On-site workshops led by FSD Field-Staff train our NGO partners to create economically and environmentally sustainable programs through community assessments, grant proposal development, project design and management, financial management, and monitoring and evaluation. We also connect our partners to experts and other local resources. Our asset-based approach to capacity building leverages local resources before looking to external inputs, emphasizes potentials rather than problems, and favors skill building over large financial awards.

(2) Grantmaking

FSD's Grantmaking Program supports community-driven projects and capacity building initiatives for our NGO Partners in the sectors of Child and Maternal Health, Gender Equality, Human Rights, Environmental Sustainability, Microenterprise, Microfinance, Youth and Education, and Applied Technology.

(3) Sustainable Development Training Programs for Interns and Volunteers

Our Intern Abroad, Pro Corps Volunteering, and Service Learning Training Programs provide students and professionals with intensive training in grassroots sustainable development while also providing human resources and technical support to our partner organizations.

The Project Development and Capacity Building Fund (PDCB)

Through the **Project Development and Capacity Building Fund (PDCB),** FSD offers grants to projects designed and implemented by interns in collaboration with their host organizations. We make grants to develop new initiatives, support or expand existing projects, and to strengthen organizations. The **objectives** of our grants program are to:

1. Support sustainable development initiatives that respond to community-defined priorities, are participatory in approach, and that focus on enhancing the abilities of individuals, groups and organizations to create lasting solutions to social, economic, political, environmental and cultural challenges faced by our partner communities

2. Increase the capacity and skills of our interns and partner organizations in project planning, monitoring and evaluation, and other relevant program design and management skills

3. Enhance the ability of our interns and partner organizations to seek funding through FSD and other national and international sources

4. Employ grantmaking practices that are accountable, transparent, and inclusive and that are highly responsive to the cultures, capacities, and goals of our grantees

FSD offers capacity-building activities to support interns and their host organizations in grant writing and project implementation.

Grant awards range from USD $100 to USD $800 and are awarded based on specific requirements and evaluation criteria. Grant applications are reviewed at our San Francisco headquarters.

All grantees must sign a contract agreeing to the terms and conditions of the grant, including work planning, financial reporting, and evaluation requirements.

What We Fund

FSD seeks to fund sustainable initiatives in the following sectors: human rights, gender equity, environment, community development, health, microfinance/microenterprise, and youth & education.

FSD will consider funding for:

- Grant Proposals submitted by FSD interns in collaboration with their host organizations and that meet the Eligibility Criteria

- Projects in one of our seven development sectors (**human rights, gender equity, environment, community development, health, microenterprise/microfinance,** and **youth and education)** that are designed using a community-based, participatory approach

- Projects that use one or more of the following sustainable development methods:

  - Addressing the **root causes of poverty**

  - Enhancing the abilities of individuals, groups and organizations to **identify strategies** to address social, economic, political and cultural issues faced by their communities

  - Focusing on the **transfer of skills** and/or **capacity-building** for target communities or NGO partners

  - Building **community support and buy-in** (labor, donated goods, income generation activities, etc.) for the project's goal and objectives

  - Working towards **changing behaviors** of communities which improves their quality of life through better health, income generation, self-governance etc.

  - Introducing **appropriate technology** that is economically and regionally viable and environmentally sustainable

  - Supporting **Income-generating activities** that would enable the organization, community or group to continue the project

  - Building organizations' **governance and supportive supervision capacity** to create and maintain strong management structures, high-quality partnerships, clarity of objectives and the ability to evaluate and measure project and staff performance

  - Implementing strategies that **identify and apply a variety of resources** in the most effective way, limiting the use of external resources

We DO NOT award grants for:

- Non-FSD partner organizations

- Loans for businesses

- Infrastructure or capital campaigns
  - Computers, printers, projectors, etc.
  - Room or building construction or repair

- Direct support of individuals
  - Scholarships or loans
  - Clothes or shoes to individuals

- Medical testing or clinical trials

- Any religious or political activities
  - Political campaigns
  - Programs with a religious bias

- Recurrent or operational costs of organizations
  - staff salaries or stipends
  - equipment or supplies for a health clinic or school

- Academic Research
  - Any research conducted must directly benefit the community

- Aid or charity-based projects

> FSD's sustainable development approach targets long-lasting, strategic initiatives to address community priorities. Therefore, **aid-based / charity-based projects are not funded**. FSD defines aid-based projects as those in which the majority of the requested funds goes towards providing direct charity to individuals or groups, or infrastructure. **Aid** is economic help primarily used for emergency relief or as short-term solutions to problems. Aid projects typically use non-local resources and are not scalable or replicable.

Timeline for RFP Grants Process

	FSD intern participates in Grants Workshop
	FSD intern, in collaboration with their host organization, submits full proposal
7 days later	FSD notifies intern of funding decision (full funding, partial funding, rewrite request, additional information request, or no funding)
Within 7 days	Grantees and FSD sign Grant Contract
	Project Implementation Begins
End of Internship	FSD intern must complete final report

Eligibility Criteria

All FSD Interns (9+ week programs) can apply for an FSD grant, provided that compliance with the requirements and guidelines outlined in this manual is met. Please be aware that the grant program funds come from fundraising efforts carried out by FSD. Award of a FSD grant is based on the quality of the project and grant proposal, and the availability of funds. General eligibility requirements are:

- 9-13 Week Interns: Must apply for funding after third week with host organization and within five weeks of the end of internship.
- 14+ Week Interns: Must apply for funding after fifth week with host organization and within eight weeks of the end of internship.
- Project activities must be scheduled for completion within one month after the end of internships, with 75% of the activities accomplished before leaving FSD's program (these are just the activities associated with the grant; we hope that the project will sustain itself and that related activities continue long after the initial phases).
- A minimum community contribution of 25% of the total project cost is required. This can be in-kind contribution (such as materials, supplies, skilled labor, space, etc.) or cash contribution.
- Activities must be developed and implemented by a local community/host organization in direct connection with the intern.
- The intern can apply to the grant program once during their internship.
- Only proposals compatible with FSD's goals and purpose will be funded; see "What We Fund" section and review our organization's mission statement.

Submission Instructions:
- Proposal should be **no more than ten (10) pages**, single spaced, 12 pt. font and 1" margins.
- Proposals must follow the FSD grant format guidelines – all sections *must* be included in the proposal
- All documents must be readable in Microsoft Word
- Proposal must be in English
- Submit proposal via email to the FSD Program Director and Program Coordinators

Proposal Section Requirements:

I.   Title Page, including: (not included in page limit; 1 page)
      a. Date of Proposal Submission
      b. Full Name of Organization
      c. FSD Program Site location (city, country)
      d. Intern Name and internship program dates (start and end dates)
      e. Interns Email Address
      f. Supervisor's Name and Title
      g. Project Title
      h. Project Sector and Sub-Sector Area(s)
      i. Project Implementation Period
      j. Total Amount Requested (in USD)

II.   Executive Summary (½ page)

III.   Statement of Needs, Assets and Opportunities (1 – 2 pages)

IV.   Project Description, including: (3 – 4 pages)
      a. Goal and Objectives
      b. Strategy
      c. Resources and Staffing
      d. Monitoring and Evaluation Strategy and Activities
      e. Sustainability
      f. Workplan (template)

V.   Budget (template) (1 – 2 pages)
      a. Budget Narrative

VI.   Organizational Capacity and Management Plan (1 page)

VII.   Conclusion (½ page)

Proposal Guidelines

(1) Title Page:
The title page should include:
- Date of Proposal Submission
- Full Name of Organization
- FSD Program Site location (city, country)
- Intern Name and internship program dates
- Interns Email Address
- Supervisor's name and title
- Project Title
- Project Sector and Sub-Sector Area(s)
- Project Implementation Period
- Total Amount Requested (in USD)

(2) Executive Summary:
Provide a summary of the proposal's main points. These key points should address what the project will accomplish, who will benefit, why it is important, and how it will be sustainable. Focus on the long-term outcomes you anticipate the project will have, and what future opportunities this project will facilitate.
It should briefly touch on:
- How the project was conceptualized and what role the community played in identifying/designing the project
- The assets and opportunities that exist within the community to address pressing community issues, needs and priorities
- How the project will addresses the issue – (goal, objectives and strategy)
- The amount requested, how the funds will be used and a brief description of in-kind support
- The capacity of the organization to carry out the project
- The sustainability of the project (how will it continue in the future? What outcomes will it have? What are future opportunities that the project makes possible?)

(3) Statement of Needs, Assets and Opportunities:
While it is important to recognize the needs of a community, it is equally important to identify the **assets and resources** that exist within communities to strengthen them. Discuss the specific issue(s) the project focuses on, and the opportunities and assets you can leverage to address them.
- Focus on community-identified priorities – how has the community / project beneficiaries been engaged in the project design? How have they been involved in identifying the community assets?
- Explain your method of community assessment – did you conduct an asset map and/or needs assessment?
- What is already being done to address the issue, either by your organization, the community, or other organizations? How does your project fit into these existing initiatives (if any) – how is your project different? Are there opportunities for collaboration?
- How does this project leverage the organization's and community's assets to address the specific issue? What local resources are available?
- Who are the beneficiaries of the project?
- Use supporting facts and **statistics** and cite your sources. While national statistics can be informative, try to **use local, community-based data** as much as possible (including statistics/surveys, anecdotes, quotations, etc.)

- There should be a balance between the information presented and the scale of the program. Do not give a long, broad history of the problem unless it is directly relevant to your project. For example, there is no need to discuss poverty throughout Latin America when proposing a microfinance project in Tola.

(4)Project Description:
  This section of your proposal should have six subsections: goal and objectives, strategy, resources and staffing, monitoring and evaluation, sustainability and workplan. Together, the six subsections present an implementation plan for the total project. Please be sure that this section well represents your full program plan.

  a. Goal and Objectives
   - **The Goal** – your "mission statement" for the project. Should be clear, specific, and realistic. Your goal should not be activity-based (e.g. planting a community garden); rather it should articulate what you are trying to achieve (e.g. improved access to nutritious foods).
   - **Objectives** should be "SMART": specific, measurable, achievable, relevant and time-bound. Objectives are the measurable targets for your project – how you will achieve your goal.
        - o 2-5 objectives
        - o Offer quantitative and/or qualitative targets
        - o The objectives should tie directly to the broader goal
        - o Do not overstate your objectives - be realistic
   - Example Goal and Objective:
     Goal: To improve cooking energy efficiency and reduce deforestation within the population in Los Cardones National Park.
     Objective 1: Three pilot families design and construct a hornina (cookstove) for their home over two weeks
     Objective 2: Monitor the use and maintenance of the three pilot horninas over three months
     Objective 3: Evaluate the hornina effectiveness in energy efficiency, cost savings, and wood consumption over three months
     Objective 4: Adjust and improve the pilot horninas for according to feedback over 4 months

  b. Strategy
  Discuss what strategies you will use to achieve the project goal and how they will be implemented
   - o A **Strategy** is an overall approach that will guide activity planning and resource identification and use
   - o What strategy will you use to address the project goal? How will these strategies play out? Here are some examples of community development strategies (you may choose to use more than one):
        - Community-based participatory approach
        - Training of Trainers
        - Pilot program model that, if successful, will be scaled up or replicated – Note: Pilot programs must be small and have rigorous evaluation determine outcomes and scalability
        - Income-generating activities
        - Development of local community networks and resource sharing
        - Skill transfer / Capacity-building
        - Behavior Change and Communication

- For example, if the goal is to increase the health of infants through decreasing the incidence of diarrhea, your strategy may include training of trainers through instructing a group of young mothers how to give workshops to women in their community on breastfeeding skills and hand washing

c. Resources and Staffing
Discuss the resources necessary to implement the project.
- Identify specific resources you have available to implement the project successfully. Consider both human (staff, volunteers, etc.) and material (brochures, training materials, etc.) that the project will require.
- What current staff resources can be used to support the project? Who will be responsible for the specific activities for the project? How much time will they devote to this specific project? What skills and/or experience do they have that will help them support the proposed project?
- What existing material resources can be leveraged for the project? What resources does the organization already have? What types of resources will be created?
- What kinds of external resources can be used for the project? NOTE: Include letters of commitment from any organization / individual / group who is providing key materials or services for project implementation

d. Monitoring and Evaluation Strategy and Activities
Discuss the **monitoring and evaluation** strategy and activities for the project. This should be in both paragraph form as well as included in the workplan template.
- Include a clear plan and timeline for monitoring the project's activities to ensure that activities, resources and timelines are on track during the course of the implementation period. Explain how adjustments would be made to the workplan using the information gathered during the monitoring activities to ensure project objectives are achieved.
- How will changes/progress be measured? What indicators will demonstrate that the project is achieving the desired outcomes?
- What methods and resources will you use to evaluate the outcomes of the project (short-term and long-term)? Aim to make your evaluation methods:
  - Collaborative (group discussion, measures developed by team)
  - Community-based and participatory
  - Outcome-oriented
  - Quantitative (numbers)
  - Qualitative (process)
- Evaluation activities should tie directly to the objectives. For example:
  - Objective: Increase participation in program by 25% over 6 months → Evaluation: Record number of participants per program through check-in sheets and compare month 1 figures to month 6 figures
- If your project incorporates skill-transfer, education and/or capacity-building, be sure to include evaluation methods to measure what participants learned (i.e., what did participants learn? How well was the information transferred? What could be improved?)
- If your project incorporates new technology (no-smoke stoves, greenhouses, wells, etc.) make sure to measure **use** by participants (for example, after 3 months, how many stoves are in use? Why or why not? How much of daily cooking are they used for?)
- Include **at least** one evaluation method per objective

e. Sustainability

In this section, describe how the project incorporates sustainability into its design and workplan, meaning how the project's outcomes will continue in the future.
- What sustainable development approaches have you integrated into your project? NOTE: Refer to the "What We Fund" section above for examples of sustainable development approaches
- How will the project activities continue after the funding period? Or how will they continue to be supported? What are the organization's long-term plans for continuing the project?
- If the project incorporates workshops or trainings, how will they continue in the future, and how will lessons learned through the evaluation process be integrated?
- How will the project beneficiaries be involved in the project process to encourage their continued participation and support?
- What potential challenges may affect the project's sustainability, and how will they be addressed?
- What plans does the organization have for continued support of the project's goal and objectives? For example, if it is a pilot project, how will the project be expanded to other groups / communities?
- How will this project contribute to overall community development?
- Demonstrate the long-term financial viability of the project. How will the project and/or its impact be sustained after the exhaustion of the requested funds? Address the sources of human, financial, capital resources for the continuation of the project and/or its impact

f. Workplan
- Use the attached FSD Workplan template – fill in *all* sections
- Copy and paste the Workplan template into your grant proposal
- If you need more space, add additional lines as needed
- Make sure that the outcomes are directly related to the objective
- Be realistic about your timeline

(5) Budget:
Provide a budget of the financial needs and existing support for the project **plus** a **budget narrative** description that explains unclear items. Use the provided Budget Template and copy and paste it into the grant proposal.
- **Support Requested from FSD** should relate directly to the resources you will need to complete your project: this may include human resources, materials, etc.
  - o Include and justify all expenses in your proposed budget
  - o All budget items must be associated with the activities of the Workplan
- **In-kind Support**: It is extremely important that proposals have strong in-kind support from project stakeholders (at least 25% of total budget). It shows the project stakeholders' participation in and dedication to the project. List any in-kind support and/or funds provided by your organization, the community, and other project stakeholders.
  - o In-kind support is defined as goods, services, funds, resources, etc. that are provided by the project's stakeholders specifically for the proposed project.
    - – Examples of In-kind Support: donation of labor by community members; donation of space to hold a workshop by a local school, community center, etc.; financial contribution by another organization or community members; donated materials (brochures, food, tables, chairs, construction materials, etc.), discounted services by a consultant, donated meeting or office space usually charged for, etc.

- – Always quantify non-financial support (for example, 5 hours labor donated = 5 * local wage rate)
  - o In-kind support does **not** include items that are not specifically for the proposed project.
    - – <u>Examples of items that are **not considered in-kind support:**</u> time of organization's staff, existing meeting space at organization that is used for other purposes (office space), materials or goods already owned by the organization (tables, chairs, brochures, projectors, cameras, etc.)
- Budget items should be practical, complete and realistic; remember, major budgetary changes made after you begin your project must be approved by FSD

> *Make sure that your budget is mathematically accurate*

- **Budget narrative**:
  - o Briefly describe your budget, including the funding requested from FSD and in-kind support. Elaborate upon any unusual items that could raise questions (e.g. 8 outreach trips at AR$ 500, totaling ARS$ 4,000.)

(6) <u>Organizational Capacity and Management Plan</u>:
Discuss the **history**, **mission** and **governing structure** of your organization; the programs and **expertise**; **staff,** and the **management plan** for the proposed project.
- Share your organization's past experience in the project area
- List **highlights** in bullet points about the organization's strengths and achievements. Include qualitative and quantitative information
- Describe the organization's record in working alongside the community
- List past and current project funders. Experience with funders demonstrates organizational stability and the sustainability of the project overall.
- Provide an overview of the management plan for the proposed project. Include specific details on who will oversee the project as a whole, and which staff members will supervise the activities, financial administration and reporting for the project.

> *A clear management plan is essential for transparency and accountability.*

Grant Evaluation Criteria

1. Executive Summary
The summary includes:
- ☐ The need(s) of the community – clearly states the issue
- ☐ How the project addresses those need(s) – the proposed solution (activities and outcomes)
- ☐ The amount requested and how the funds will be used
- ☐ The capacity of the organization to carry out the project
- ☐ The sustainability of the project

2. Statement of Needs, Assets and Opportunities
- ☐ Shows clear demonstration that a needs assessment has been conducted in the community using a variety of methods, and that the proposed project builds directly on community-identified needs
- ☐ Includes qualitative information (allegorical, quotations, etc.) on the needs of the target beneficiaries
- ☐ Includes quantitative information / empirical data on the target beneficiaries (**community**-level data) that directly relates to the proposed project
- ☐ Includes descriptive information on the specific beneficiaries of the project
- ☐ Demonstrates knowledge of what is currently being done to address the need, and what opportunities exist to address the problem
- ☐ Describes how the proposed project addresses the identified need(s)

3. Project Description

3.1. Goal / Objectives
- ☐ Goal relates directly to the project's scope and reflect sustainable development principles
- ☐ Two to five concrete objectives that are feasible and aligned with the goal
- ☐ Objectives focused on the desired *outcomes* of the project (not activity-based)

3.2. Strategy
- ☐ Clearly presents sustainable development approaches that will be used to address the project's goal and objectives
- ☐ Strategy is appropriate and relevant to project's goal, and demonstrates a community-based, participatory approach

3.3. Resources and Staffing
- ☐ Resources needed for project are clearly identified, described and sourced
- ☐ Demonstrates an sufficient amount of human resource support (staff, volunteers, etc.) to implement project successfully
- ☐ Shows creative approaches to finding existing resources and/or developing new ones
- ☐ For trainings / workshops / print materials – shows that the target audience has been included in the content development process for cultural relevance, and literacy / educational levels
- ☐ Includes letter(s) of commitment from any organization / individual / group who is providing key materials or services for project implementation

3.4. Monitoring and Evaluation Strategy and Activities
- ☐ Includes a clear plan and timeline for monitoring the project's activities, along with how adjustments will be made, to ensure that activities, resources and timelines are on track during the course of the implementation period
- ☐ Identifies indicators to measure project outcomes
- ☐ Shows what methods and resources will be used to evaluate the outcomes of the project (short-term and long-term), along with who will be responsible for key activities
- ☐ Evaluation methods are collaborative, participatory, outcome-oriented and quantitative or qualitative
- ☐ Evaluation methods are appropriate for project focus
- ☐ Includes at least one method of evaluation for each objective and/or activity focused on measuring the desired outcomes

3.5. Sustainability
- ☐ Clearly demonstrates project's use of sustainable development methods
- ☐ Provides a convincing explanation of how key project activities will continue after the initial funding period
- ☐ Possible challenges to the project's sustainability have been identified and addressed
- ☐ Describes how organization will continue supporting the project's goals and objectives
- ☐ Demonstrates the project beneficiaries' buy-in and participation in project process
- ☐ Shows how project contributes to broader community development
- ☐ Describes the longer-term financial sustainability of the project

3.6. Workplan
- ☐ All sections of workplan template are fully filled in and described
- ☐ Outcomes, activites, indicators and evaluation methods are clearly related to the associated objectives
- ☐ Activities appear feasible for the timeframe
- ☐ Activities are carried out by multiple stakeholders to demonstrate organizational / community buy-in and support

4. Budget
- ☐ All sections of budget template are fully filled in
- ☐ Demonstrates that organization has thought through all associated costs
- ☐ Includes at least 25% contribution through in-kind support from project stakeholders
- ☐ Budget Narrative includes clarifying notes for unclear budget items
- ☐ Requested funding fits within FSD's funding parameters

5. Organizational Capacity and Management Plan
- ☐ Includes mission and goals of organization
- ☐ Highlights organization's strengths and achievements and demonstrates capacity to conduct the proposed project
- ☐ Shows the organization's ability to serve the target population's needs
- ☐ Describes what types of systems will be put into place to support the new program (staff, office space, statements of commitment, etc.) to ensure its sustainability
- ☐ Provide a summary of the key project personnel's skill sets that will help them to implement the project successfully
- ☐ Identifies past and current funding sources, which demonstrates organizational stability and experience with fund management
- ☐ Defines a management plan for financial reporting and oversight that demonstrates the organization's commitment to transparency and accountability

6. Overall
- ☐ Does the proposal meet the eligibility requirements?
- ☐ Is the proposed project in alignment with FSD's funding criteria?
- ☐ Are all components of the proposal included?