

Capacity Building of Communities, Community Networks, and CSOs

Module - 3 **Resource Mobilization**

Community System Strengthening under NACP - V



Module - 3

Resource Mobilization



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Foreword



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स्वास्थ्य और परिवार कल्याण मंत्रालय
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NACP Phase-V envisages "Keep beneficiary and community in center" of HIV/AIDS epidemic as one of the key guiding principles. This aims to maximum the benefits to its diverse target population in a friendly ecosystem, offering a basket of tailored integrated services across prevention-detection-treatment spectrum. The National AIDS Control Program acknowledges the collaboration and involvement of the communities, people living with HIV/AIDS and civil society organizations as key to elimination of HIV/AIDS related stigma and discrimination and strengthening the HIV response in the country. Under NACP V, Community Systems Strengthening (CSS) as an approach complements NACO's overall vision where every person who is highly vulnerable to HIV is heard and reached out to and every person living with HIV is treated with dignity with access to quality care.

Under CSS, the aim is to identify and build the capacity of the communities, community networks and community organisations to ensure greater meaningful involvement of communities (and their organisations) in planning, implementing, monitoring, and evaluation of NACP. It is expected that these individuals, groups and networks from the community will complement the program through mobilizing the community, increasing demand for NACP services and support in improving the quality of care. NACO, through the model of social contracting already partners with Non-Governmental Organisation (NGOs) and Community Based Organisations (CBOs) for provision of HIV services to our priority populations, and hence, it is envisioned that through further capacity building efforts more community-based organisations will be able to take this partnership to the next level.

The capacity building modules developed under CSS, are designed to equip community, community networks and community-based organisations with the necessary knowledge, skills and tools to augment the HIV response in India. I believe these modules will play a valuable role in increasing the capacities of our communities to work in partnership with the National Program towards achieving the goal of elimination of HIV as a public health threat by 2023.


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सत्यमेव जयते



Preface



राष्ट्रीय एड्स नियंत्रण संगठन
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NACP recognizes the need for community-engaged responses, not just as beneficiaries, but as key partners in action for improving health and well-being. It aims towards elimination of HIV/AIDS related stigma and discrimination. NACP Phase-V, therefore aims to institutionalize the community engagement and meaningful participation at the most granular level in the form of community system strengthening (CSS). CSS will catalase improved health outcomes specifically through strengthening targeted interventions (TI) program, advocacy and rapid response to reducing stigma and discrimination, enhancing treatment literacy, greater involvement of communities in decision making and finally developing structured systems of community-led monitoring (CLM).

Under CSS, creation of the community resource pool at the national and sub-national level is given priority wherein focus is to increase capacities of community, community networks and community based organisations. This is done with the objective to enhance engagement and participation of the community in all aspects of the national program from planning, implementation and monitoring. More recently, substantial contribution is added by the community when engaged through community advisory boards at the district level. While conducting Programmatic Mapping and Size Estimation. Through the principles of GIPA, NACP also recognizes the involvement of PLHIV and affected communities by enabling individuals and communities to draw on their life experiences; thus contributing to reducing stigma and discrimination. Communities also play a pivotal role in enactment of the HIV/AIDS Act 2017 by increasing awareness and creating accountability for furthering the HIV response in the country.

Aligned with the above, the modules have been developed for "Capacity Building of Communities, Community Networks and CSOs" under CSS as part of the Global Fund grant, 2021 – 24. It is intended to intensifies efforts for building capacity and human resources, with the aim of enabling communities and community actors to play a full and effective role alongside health and social welfare systems. The modules are useful not only for the HIV program but can also be referenced by the larger public health programs towards effective community engagement in the country.

(Nidhi Kesarwani)



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सत्यमेव जयते



Message

The fifth phase of the National AIDS Control Programme, aims to attain the United Nations' Sustainable Development Goals 3.3 of ending the HIV/AIDS epidemic as a public health threat by 2030. This has warranted a focused and stronger attention to community involvement in the HIV response in India. Therefore, community system strengthening lays strong emphasis on building capacity and human resources, with the aim of enabling communities and community actors into full partnership with national health and social welfare systems.

There are new overarching strategies that are employed under NACP phase V which complement ensuring access to testing, treatment and care services. There is attention on developing new generation and integrated communication strategy for prevention, testing, and treatment of HIV and STIs. Focus is also laid on promoting launch and scale-up of social protection schemes by Central/State Governments to mainstream people infected and affected with HIV, including the vulnerable population, towards reducing inequalities and promoting inclusions. To reduce HIV related stigma and discrimination, emphasis is on accelerating the notification of State rules in context of the HIV and AIDS (Prevention and Control) Act, 2017, which is the primary legislation protecting and promoting the rights of people infected and affected with HIV. The community of key population and PLHIV will play an important role by spreading awareness, generating demand and supporting in creating an enabling environment for implementation of these strategies, especially by strengthening the process of grievance redressal mechanism.

These modules support in ensuring that information regarding the rights of the community, access to correct and relevant information regarding the programs under NACP and information on social welfare and protection schemes reaches our priority population. Under CSS, the creation of a community resource pool will complement the National level efforts to accelerate and sustain the national HIV response.

(Dr. Anoop Kumar Puri)



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Message

Under NACP phase V, NACO's vision for community system strengthening (CSS) is to ensure meaningful involvement of PLHIV and Key Populations to support the ongoing HIV interventions by building communities capacities and their systems. It is envisioned as an important strategy to improve the program's impact; effectiveness, efficiency, and accountability through better collaboration. It is envisioned for building capacities for reaching the unreached and hidden groups, dissemination of information, and creating an enabling environment for the reduction of stigma and discrimination.

One of the main components of CSS, is to identify and build the capacities of communities, community networks and organizations, it was envisioned to develop capacity building modules based on the needs of the community. As NACO has always involved the community through constant consultation and conversation, the same process has been followed for the development of the above. The topics covered were identified through the mechanism of community needs assessment and finalized through consultation meetings. The 6 thematic areas identified for the modules are: Advocacy; Community networks, linkages, partnerships, and coordination; Resources Mobilization; Demand Generation; Organizational and leadership strengthening; and CLM & Knowledge Management.

The modules for "Capacity Building of Communities, Community Networks and CSOs" are developed covering a range of topics that can be utilised by stakeholders like SACS and implementing partners working with community, community groups and organisations but also for the communities themselves to increase their knowledge and skills to contribute towards the National HIV program. I believe these modules will contribute to strengthening the roles of our priority populations to achieve the highest attainable standards of health, no matter who they are or where they live.


(Dr. Shobini Rajan)

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सत्यमेव जयते



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Acknowledgment

We strongly believe that the modules developed for "Capacity Building of Communities, Community Networks and CSOs" under CSS as part of the Global Fund grant (2021 – 24) under NACP V will intensify NACO's efforts towards meaningful engagement of the communities in the National HIV response in India.

We are grateful for the valuable guidance provided by Ms. V. Hekali Zhimomi (Additional Secretary & Director General, NACO). Ms. Nidhi Kesarwani (Director, NACO) provided her valuable experience in defining the content for the modules. Dr. Anoop Kumar Puri, (DDG – CST, IEC & MS, NACO), Dr. Uday Bhanu Das (DDG – PMR & Lab Services, NACO) Dr. Shobini Rajan (DDG – TI, BSD and STI, NACO), Dr. Chinmoyee Das (ADG – CST, SI & IT, NACO), Dr. Bhawna Rao (DD – IEC & MS & Lab Services, NACO) and Dr. Saiprasad Bhavsar (DD – CST, PMR & SCM, NACO) and SACS officials for their technical inputs and contribution in developing the modules.

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ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
CAB	Community Advisory Board
CABA	Children Affected By HIV/AIDS
CBO	Community-Based Organization
CC	Community Champions
CLM	Community Led Monitoring
CSR	Corporate Social responsibility
CSS	Community Systems Strengthening
CST	Care, Support and Treatment
EDP	Entrepreneur Development Programme
FCRA	Foreign Contribution (Regulation) Amendment Act, 2020
FSW	Female Sex Worker
HIV	Human Immunodeficiency Virus
H/TG	Hijra/ Transgender
GANTT	Graphical Depiction of a Project Schedule
HRD	Human Resource Development
HRG	High-Risk Group
IEC	Information, Education and Communication
KP	Key Populations
LWS	Link Worker Scheme
LSE	Life Skill Education
MSM	Men Having Sex with Men
MARPs	Most at Risk Population
OVC	Orphan and Vulnerable Children
NACO	National AIDS Control Organization
NACP	National AIDS & STD Control Programme
NGO	Non-Government Organization
PLHIV	People Living with HIV
PWID	People Who Inject Drugs
RFP	Request for Proposals
RM	Resource Mobilization
SWOT	Strengths, Weaknesses, Opportunities and Threats
SACS	State AIDS Control Society
TI	Targeted Intervention
CASC	Community system strengthening & Advocacy Seed Grants

CHAPTER - 1.0

Introduction, Background and Overview

India is one of the countries in the Asia Pacific region that have recorded significant decreases in new infections among the key populations (KP) and significant increase in providing access to treatment among people living with HIV infection. The strategies adopted by the National AIDS Control Organization (NACO) for prevention, treatment and care have predominantly worked because the National AIDS & STD Control Programme (NACP) has kept the key populations (KP) and people living with HIV (PLHIV) at the center of its response. Working with the key groups, consulting and respecting them as the stakeholders have supported immensely in advancing the response to combat HIV/AIDS and the social ramifications of the epidemic. India in its' fight to end AIDS is at a critical juncture as the fast-track targets and India's commitment to end AIDS by 2030, warrants focused and stronger response from the key players. The key players in this regard are the community members from the key populations such as the female sex workers (FSW), men having sex with men (MSM) and PLHIV. Participation and leadership of the key players from KPs in tandem with a well-integrated national program will take India towards achieving the global goals of ending AIDS by 2030. Towards this purpose the NACP V focuses on Community System Strengthening (CSS) and empowerment and calls for community engagement at different level including cadre of health delivery system, at both NACO and State AIDS Control Society (SACS) level. Community System Strengthening aims to achieve improved health outcomes of NACP specifically for strengthening targeted interventions (TI) program, reducing stigma and discrimination, enhancing treatment literacy, greater involvement of communities in decision making and finally developing structured systems of community-led monitoring (CLM).

One of the main approaches under Community System Strengthening is to develop the capacities of communities and Community Based Organizations (CBO) and Non-Government Organization (NGO). In the year 2021, NACO conducted a series of consultations with the community members and national level stakeholders. These consultations pointed out towards the capacity strengthening needs of the community. The national level consultation also brought out the thematic areas on which training could be imparted. Therefore, in order to develop the capacities of individuals and community-based organizations, module-based trainings have been envisaged. This module and other five modules have been created to address the related learning needs of the Community Champions (CCs) and CBOs/NGOs in the field of HIV/AIDS prevention program.

CHAPTER - 2.0

Purpose of Module: 3

Resource Mobilization

This module pertains to resource mobilization which is an integral part of CBO/NGO' on going activities. In India, the CBO/NGO have played an important role in collectivizing marginalised groups and addressing their unique health challenges. The CBO/NGO have worked very closely with the national program with many of them receiving funding for implementing targeted intervention (TI). However all project funds are time and project bound therefore CBO/NGO have to engage in resource mobilization for their long term sustainability. When the CBOs/ NGOs at the grass root have adequate financial, material and human resources, then they are able to carry on their prevention, care and support, networking and advocacy activities smoothly. The purpose of this module is to train participants in understanding the importance and strategies of resource mobilization. Sustainable CBO/NGO will be able to sustain the momentum to achieve the goals of 95-95-95.

Target Audience of this module

The target audience of this module are the Community Champions and CBOs/NGOs representing and/ or working for the Key Populations (KPs). The key populations who are defined under the Global Fund CSS framework are those groups that meet all three of the criteria below:

1. The population experiences increased risk or burden of disease due to a combination of biological, socio-economic and structural factors;
2. Access to health services that prevent, diagnose, treatment or care for these diseases is lower than for the general population; and
3. The population experiences human rights violations, systematic disenfranchisement, social and economic marginalization and/or criminalization.

Based on the above criteria, the KPs are defined by NACO as under:

Female Sex Worker (FSW)

Adult women who engaged in consensual sex in exchange for money/ payment in kind at least once as a means of livelihood in the last six months.

Men Having Sex With Men (MSM)

Adult men who had anal or oral sex with more than one male/hijra partner at least once in the last six months.

Hijra/ Transgender People (H/TG)

Sexually active adult person having more than one sexual partner in the last six months and whose self-identity does not confirm unambiguously to conventional notions of male or female gender roles but combines or moves between these.

People who inject drugs (PWID)

Adult men and women who use addictive substances for recreational or non- medical reasons, through injections, at least once in the last six months.

People Living with HIV (PLHIV)

People Living with HIV who require anti-retroviral therapy (ART) to live a healthy life.

The Community Champions and representatives of CBO/NGO may be from these KPs and some of them may also from the general population. They will constitute the training participants whose capacities will be strengthened under the CSS.

CHAPTER - 3.0

Objectives of Training Module: 3

Resource Mobilization

The master trainers need to bear in mind that the participants could be Community Champions who are aspiring to start their own CBO/NGO. Some of the participants could be representatives of a CBO/NGO who need to have this critical knowledge in order to start engaging in resource mobilization. Therefore the key objective of this training module is as under:

1. To improve organizational capacity towards sustainability

CHAPTER - 4.0

Expected Outcomes

It is expected that after the training, workshop participants will be able to engage in resource mobilization activities. The overall outcomes are that the CBO/NGO learn to take up steps towards sustainability by taking at least one of the steps from the following:

1. Garner material or human or financial resources
2. Build corpus building or maintain seed money
3. Write and submit grants proposal

CHAPTER - 5.0

Principles of the Training Program

The participants of the workshop will be representatives from the CBO/NGO, activists and community resource persons with varying experience and education. The approaches used for the module cannot be a mere class room lectures kind of one-way interaction; it has to be an approach that respects as well as incorporates their experience, pre-existing knowledge and motivates them to adapt the new learning. Hence, the adult learning approach known as the Andragogy will be utilized for developing these modules. According to Malcom Knowles, an eminent exponent of the adult learning enunciated following core principles of andragogy are:

1. Adults ***need to know*** why they need to learn something before learning it.
2. The **self-concept of adult** is heavily dependent upon a move towards ***self-direction***.
3. ***Prior experiences*** of the learner provide a ***rich resource for learning***.
4. Adults typically become ***ready to learn*** when they ***experience a need to cope*** with a life situation or perform a task.
5. Adult orientation to learning is life centered and they see ***education as a process of developing increased competency levels to achieve their full potential***.
6. The ***motivation for adult learners is internal*** rather than external.

Andragogy reorients adult educators from “educating people to helping them learn”. The methods used may range from isolated instruction within a curriculum or integrated instruction. It may also encompass intentional and unintentional learning situations. The instructions need to be organized by task and present in a manner similar to how it will be used. The learner needs to know why the concept to be learned is important in order for the learner to remain motivated. Despite the learner ultimately having control of learning through self-directed means, the trainer needs to facilitate the opportunities for the learner to experience growth.

CHAPTER - 6.0

Methods of the Training Program

The module covers the subject in great details. The facilitator is required to study the content and if need be research it further and prepare themselves thoroughly. The facilitator can modify presentation to meet the regional need.

This module is further divided into sub-modules with the activities and direct instructions which can be used to explain concepts. During the activity, the facilitator is expected to explain the practical implications of that activity and link it with the content. The facilitator is expected to address specific topics of immediate concern and then expand to how it can be applied in real life situations as well as for various key populations. Much of the content will be applicable to the experiences of the learners therefore a facilitator is expected to engage in active learning, use the learner experience and incorporate key learning on the spot for the better understanding of participants. Facilitator may also engage in cross learning for example learning from the successes of a particular KP group and identifying key strategies that could be incorporated towards other key groups.

CHAPTER - 7.0

Ethics of the Facilitator

Respect for participants

The workshop participants may come from different geographies, life experiences and diverse KP groups. The facilitator needs to be aware about this diversity and respect is the participants. The respect should translate into his/her/their way of verbal and non-verbal communication. A participant's agency should be fully respected by the facilitator.

Being non-judgemental

The facilitator should make him/her/themselves aware about the diversity of their workshop participants and must be non-judgemental towards them. No participant should be judged on the basis of their sexuality, gender identity, sexual behavior, being in sex work and their vulnerability to HIV/AIDS.

Equality towards participants

Over and above being sensitive to the diverse participants, a facilitator is also expected to treat all the participants equally. All participants need to be given equal opportunity participate and express their views. Participants can be of varied personality such as introverts and extroverts, sensors and intuiters, thinkers and feelers, judges and perceptors. People from all of these personality type needs be given equal opportunities to participate in the workshop.

Respecting confidentiality

Team building and group work creates a comfort zone for the participants in which participants may share their deeply personal insights and stories. The facilitator has to ensure that post training, they are not sharing these insights by naming any participant. Maintaining confidentiality of the participants and proceedings is an important ethic to be followed by the facilitator.

Module 3	Resource Mobilization
Module Objectives	To improve organizational capacity towards sustainability
Expected Learning Outcomes	CBO/NGOs learn to take up steps towards sustainability by taking at least one of the steps from the following: 1. Garner material or human or financial resources 2. Build corpus building or maintain seed money 3. Write and submit grants proposal

Holton, E.F., Swanson, R.A. & Naquin, S. (2001). *Andragogy in practice: Clarifying the andragogical model of adult learning*. *Performance Improvement Quarterly*, 14 (1), 118-143

Andragogy - Malcolm Knowles Submitted by Steven R. Crawford, scrawf@odu.edu at <http://academic.regis.edu/ed205/Knowles.pdf>

CHAPTER - 8.0

3.1 Strategies for Resource Mobilization - Leveraging Resources

Session: 3.1	Strategies for Resource Mobilization - Leveraging Resources
Learning objectives of this session	Participants learn about: • Elements of Resource Mobilization • Need for developing a strategy for mobilizing resources • Tools and techniques used to mobilize resources.
Duration	1 Hour
Tools	Power Point Presentation, Flipcharts, Sketchpen
Methodology	Participatory learning: case study, game, group exercise

Instructions to Facilitators

This session will involve participatory learning. The facilitator is expected to engage the participants to brainstorm and present their experiential understanding of techniques of Resources Mobilization. This module has pre-decided content which the facilitator is expected to revise beforehand and if need be, refer to the resources mentioned. Activities are conducted before the knowledge sharing via presentation. The facilitator is expected to weave the activity learning in the content.

Activity: 1

10 Minutes

The facilitator can form groups and ask them to take up Type 1 or 2 case, discuss it for 5 minutes and do a quick sharing.

Type:1 HIV Specific

A group of KP members, peers and ORWs have recently formed their CBO/NGO which aims to work on sexual and reproductive health aspects among the youths in an urban area. They have decided to mark the World AIDS Day in their Basti where their temporary home office is located. As their organization is very new, they do not have too much funds to mark World AIDS Day, however they are looking for ideas and budgets to conduct this program. Their tentative plan is to (1) set up a table with IEC materials, ribbons and condoms (2) give one to one information on HIV/AIDS (3) community motivation by a health official (4) candle lighting (5) Tea and 1 Samosa each for 50 people.

What resources are required and how can they mobilise resources for this event?

Type: 2 Generic

A group of college students want to hold a program on children's day for children of female sex workers. In this program, they will (1) give information on children's rights (2) fun games and activities (3) give lunch box to 30 children and their mothers. What resources are required and how can they mobilise resources for this event?



Activity: 2

12 Minutes

The participants are divided into three teams as:

Team A (CBO/NGO) and Team B (CBO/NGO) having 3 members each
Team C (Resources) having rest of the participants

Each Team C members are given a card with one alphabet (e.g., 'M' or 'N' or 'P' etc) or single digit number (e.g., '5' or '9' etc.) written randomly on one side. They are at their own discretion of sharing or handing over the card to any other members within or outside the team.

Team A and Team B been asked to collect maximum numbers of high value even numbered cards from team C by convincing them on the cause they are promoting. They need to gather these cards from team C within the allocated time. The team A and B counts their number of cards and total values. Team C counts unused cards with them.



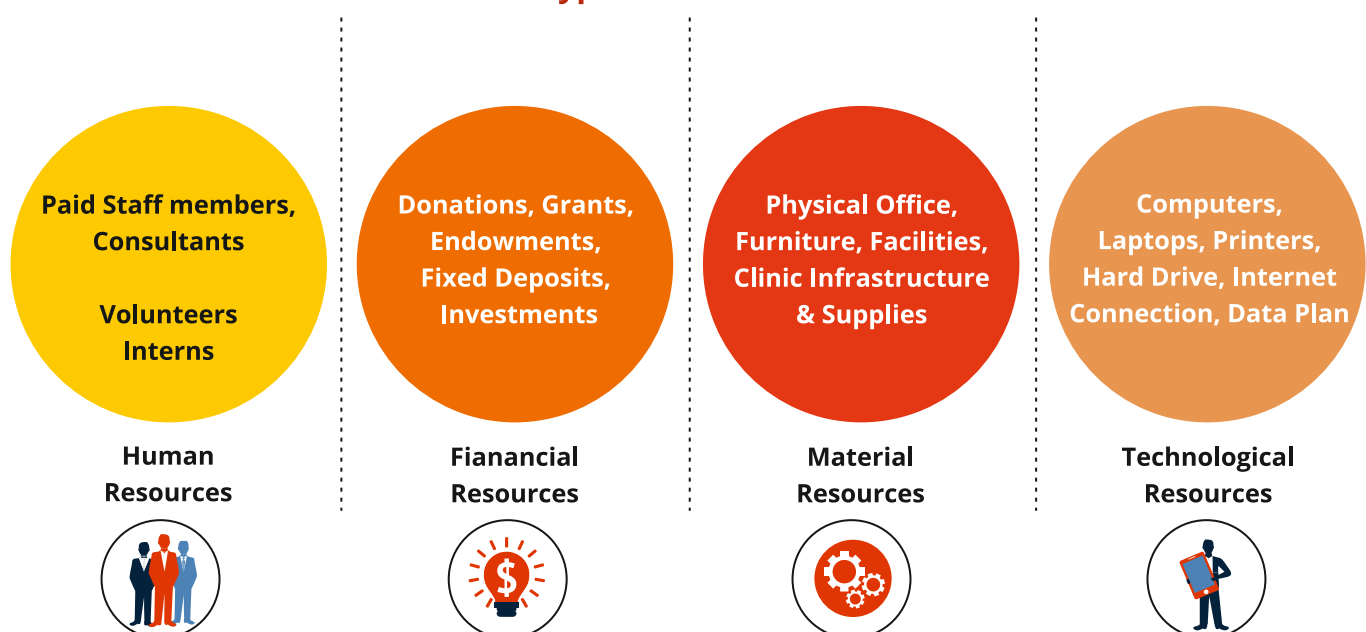
Facilitator's role:

The facilitator leads the discussion after the activity. Teams are asked to reflect on the output. Following reflective questions can be posed:

- What was your plan at the beginning of the activity to maximise value?
- Which aspect of the plan changed during the activity?
- What went well and what did not during the process of collection of cards?
- How did team C respond to the endeavours of team A and B?
- What is the difference between the output of the two teams?
- Why such difference?
- How can the participants link this experience to mobilizing resources for HIV/AIDS prevention and treatment?

Resource Mobilisation**Lecture Content for Facilitator****What is a Resource?**

In simple words, resource is something that can be used to help a person or organization. It is also a support or aid, especially the one that can be readily drawn upon when needed. Whether it's a person or an organization, everyone requires resources to function. In the field of HIV/AIDS too, a number of resources are required by the CBO/NGOs and implementers to conduct your activities. Resources that we need to conduct our activities are categorised as human, financial, material and technological resources. These resources are presented in the chart as under:

Types of Resources

What is Resource Mobilisation?

Resources mobilisation is an action of organizing and encouraging people to take action in pursuit of getting human, financial, material and technological resources. We mobilise resources in order to carry out our targeted activities as per the objectives set by us. Any person/ CBO/NGO working in the field have some material resources either self-funded or provided by donors to a limited extent, therefore resource mobilisation is a continuous exercise. This is also a structured process which does not have a rapid outcome. Resource mobilisation is diverse in terms of diverse resources hence it is different from fund raising which pertains to only financial aspect.



Sources:

Introducing a resource mobilization framework; sourced from Toolkit; Introducing a resource mobilization framework - https://www.who.int/hiv/topics/vct/sw_toolkit/framworkraising_fundssection_1.pdf

Activity: 2

12 Minutes

Divide participants into 3 groups, equip them with chart papers and sketch pens. Each group should be given a question to deliberate upon and write their responses. Discussion time allocated is 6 minutes and presentation time is 3 minutes per group.

The questions are as follows:

- Why is it important to mobilize resources?
- What makes a resource mobilization effective?
- What makes a resource mobilization not so effective?

Lecture Content for Facilitator

Importance of Resource Mobilization

- It is purpose driven therefore means to fulfil organizations vision.
- Team effort of all members, therefore strengthens team work.
- Integrates shared commitment, need realization and strategy.
- Creates opportunity to learn from resource partners.
- Helps to set performance benchmarks of work on ground.
- Creates demand for new interventions while working with resource partners.
- Builds esteem and motivation for team to have resource partners.
- Has a snowballing effect to grow.
- Contributes to organizational sustainability.



Strategic foundation of Resource Mobilization

A. Organizational management & development

- Brainstorming on resources that can be mobilized (need assessment)

Example: RM Needs Assessment of XYZ organization

1. Activity / Program	2. Resources		3. Resource Gaps/Needs	4. Resource Providers	5. Timeline			6. Resource Classification
	2.a. Requirement	2.b. Available			Yr1	Yr2	Yr3	
			TOTAL RM TARGET					

Points to Ponder

- What is your organization going to raise money for in the next few years?
- What will the funds accomplish?
- What does the time line say about your organization's financial situation?
- Why is it important to distinguish between restricted and unrestricted funds?
- Why is it important to identify resource gaps?
- What will happen if the funds are not received?

B. Communicating and prospecting

- Identifying resource mobilization mechanisms (options available)
- Understanding what motivates each type of resource providers / partners (mapping on evaluation criteria)

Example: Looking beyond the usual sources- Religious/community groups, Giving Tuesday, Appropriate months to approach, Next generation donors- identifying what motivates them

C. Relationship building and cultivation

- Strategic fit with organization- Getting them as mentor at initial stage, involve them in your program, Let them feel the need, networking and maintaining personal relationship

Steps of Resource mobilization

Step 1(Plan): prepare to mobilize

- Collective urge in organization for a resource mobilization roadmap to fulfil organizational vision.
- What are you raising funds for (cause).
- Assess current situation, list required resources.
- Compare what resource is needed and what is available to know the gaps.
- Build a team who will be responsible for mobilizing the needed resources.

Step 2(ACT): Identify resource partners and approach

- Identify relevant external resources providers and their developmental priorities at present.
- Aligning your cause and resource need, who are your priority donors /resource providers (resource partners, existing and prospective).
- How will you identify, approach, and cultivate your priority donors (mechanism).
- Who all in your organization is responsible for resource mobilization (define role).
- When will you execute your action steps (set time line).
- What kinds of practical systems do you need in place to support your resource mobilisation efforts (capability).
- Adequate budget and provisioning for all planned resource mobilizing activities (budget).
- Monitor, review and evaluate progress, learn and incorporate changes.
- Celebrate achievements.

Step 3 (Reflect): Relationship building and cultivation

- Monitor, review and evaluate progress.
- Learn and incorporate changes.
- Explore new and innovative ways of generating resources: financial and non-financial.
- Communicate progress and results with stake holders including partners.
- Celebrate achievements.



Sources:

Facilitators Guide- USAID; Resource Mobilization Module-

<https://www.usaid.gov/sites/default/files/documents/1864/Resource-Mobilization-Module-Facilitators-Guide.pdf>

Toolkit; Introducing a resource mobilization framework -

https://www.who.int/hiv/topics/vct/sw_toolkit/framworkraising_fundssection_1.pdf



Activity: 3

15 Minutes

Divide the participants into 3 groups and discuss the various methods and good practices to mobilize resources. Participants are to be given chart papers and colors. Facilitator can summarise the group discussion on the following points:

- Knowing and shaping identity of the organization is the most valuable trust currency.
- Do SWOT analysis of your organization.
- Focus more on persuasion than description.
- Provide new ideas and/or direction to existing fundraising initiatives to bring freshness.
- Learn through coalition and collaboration with other organizations working in similar areas or for the same community.
- Adopt differential techniques in engaging with different types of resource partners (personal touch, business communication, formal etc.).
- It is important and critical to be aware of relevant existing laws and recent developments (e.g. FCRA) while mobilising resources.
Link for the FCRA Portal: <https://fcraonline.nic.in/>
- Keep yourself updated on changing resource provider ecosystem; what they want, changes in priorities, trends and patterns.

SWOT Analysis



Reflection

Reflect on what this learning means to you and how can you apply it in your context of resource mobilization.

Some Tips for Resource Mobilisation (non-project funding)

Human Resources

- Tie ups with local colleges, corporate organisations, citizen groups for volunteers and interns.

Financial Resources

- Event based fund raising drives.
- Crowd funding.
- Online donation mechanism.
- Charitable Trust's donation.
- Approaching a philanthropist.

Material & Technological Resources

- Approaching large corporate organizations for office and technological infrastructure (these are usually used).
- Approaching local municipal authorities for space.
- Approaching citizen clubs like Lions, Rotary, Inner Wheel and others for event based support, for example: ration and nutrition packets, winter clothes, vaccination support and health camps.

CHAPTER - 9.0

3.2 Diversifying Investments

Session: 3.1	Diversifying Investments
Learning objectives of this session	Participants learn about: •The purpose of investment •Necessity of diversification of investments •Steps used to diversify investments
Duration	1 Hour
Tools	Power Point Presentation, Flipcharts, Sketchpen
Methodology	Participatory: exercise,

Instructions to Facilitators

This session will involve participatory learning. The facilitator is expected to engage the participants to brainstorm and present their experiential understanding of techniques of diversifying investment. This module has pre-decided content which the facilitator is expected to revise beforehand and if need be, refer to the resources mentioned. Activities are conducted before the knowledge sharing via presentation. The facilitator is expected to weave the activity learning in the content.

Activity: 1

12 Minutes

4-6 volunteer participants are divided into two teams as:

Team A (CBO/NGO) and Team B (CBO/NGO) having 2-3 members each. Equip them with chart papers and sketch pens

Team A been shared with Cash flow of last 3 years as (in standard units)

Team A	Fund generated	Total expenses	Surplus/Deficit
2021	100	80	20
2020	80	90	-10
2019	120	90	30

Team B been shared with Cash flow of last 3 years as (in standard units)

Team A	Fund generated	Total expenses	Surplus/Deficit
2021	50	40	10
2020	40	40	0
2019	30	20	10



Both the team gets 6 minutes to decide and write on chart papers

- Three things they want to do with surplus fund which is now lying idle in savings bank account.
- How they plan to manage surplus fund in future for sustainability.

Facilitator's role:

The facilitator leads the discussion after the activity. Teams are asked to reflect on the output. Following reflective questions can be posed:

- What are the elements that each team considered?
- Why teams think its justified?
- What other information they would have further needed?
- What other participants think about the decisions?
- What could have been other solutions?

Defining Investment**Facilitator's Lecture Content for Activity 1****Defining investment**

- Investment refers to using a part of surplus fund post all necessary expenses.
- Fund available is generally calculated on the cash flow over the twelve-month period.
- Savings for catering short term consumption need.
- **Investment is focused on relatively longer-term return.**

Importance for Diversifying Investments

- Good practice to limit exposure from a particular risk.
- Progressive and forward looking.
- Explore new areas of investment for growth.
- Gives resilience and sustainability to organization.
- Keyways of diversifying investments: Building Corpus and mobilizing seed money for new initiatives

Activity: 2**8 Minutes**

Three participant groups having three members each are formed. They are provided with small postcard size papers. They are asked to deliberate on the following question and write one sentence / phrase on the paper against each question.

- Should CBO/NGO build their own reserve fund?
- What are the advantages they see in building own reserve?
- What are the cautions and concerns regarding reserve fund?



Facilitator's Lecture Content

What is a Corpus Fund?

Corpus Fund is a fund that an NGO can use when its survival is at threat or during a phase/period where project funds are very limited.

It can simply be also called as "Emergency Fund", as it is also used to help sustain the difficult times of an NGO. Given its nature, this is also called subsistence fund.

An important aspect of the Corpus fund is that, with general body meeting approval, it can also be used to keep continuity in an organisation activity, say, when the grant is still not received from the donor organisation. In such cases, there are two options for an NGO—either make some temporary arrangement or delay the activity. If an NGO has just limited fund, as it depends only on the foreign grant, any delay in the grant will lead to a pause or delay in the project activity. Corpus, in such cases, works as a temporary grant arrangement to keep the activity continued.

Importance of Corpus Fund

- Corpus fund needs to be built in order to ensure smooth sustenance of an organization for administrative and maintenance cost like salary, rent.
- Corpus fund reduces the financial vulnerability of an organization and assures long term survival.
- Fixed source of income in the form of interest income/ dividend income on investment made is done from corpus funds.
- It is a conscious endeavour towards adhering to the cause, organizational vision and mission irrespective of external donor's grants or donations.

How does an Organization generate Corpus Fund?

- 1. Income or surplus:** There may be different rules in the different country towards this. For example, in India; as per the Income Tax act, only 15% of the organisation income or surplus can be transferred to the corpus fund. Rest 85% has to be used to fund program activities.
- 2. Donations:** Corpus can be received as a donation. But, any donation that is received this way, must be clearly stated by the donor that she/ he is contributing towards the corpus. Without any written consent from the donor, the additional funds cannot be transferred to the corpus.

In case of donation, if there are no such written briefs, NGO can go back to get such written consent. For example, In India, the financial year closing is on 31st March. Sometimes, NGOs receive a huge grant in February, as March is the last month of the financial year and the donors need to give away the sanctioned/pledged money for the respective development cause. Now, the NGO may be unable to utilise the grant within that financial year (practically only 1-2 months remaining). One of the alternatives for the NGO would be to go back to Grant donor requesting to mark their donation as Corpus. It can only be considered corpus after receiving the consent, in writing. NGOs receive limited funds to run the program activities as the approved budget.



Source:

<https://ask.fundforngos.org/imp/what-is-a-corpus-fund-and-why-it-is-important-for-an-ngo-to-maintain-corpus-fund/>

What Is Seed Money?

- Financial support for 'early stage' or 'newly formed CBO/NGO'.
- Recognition to those CBO/NGO who have not received any significant grant previously and/or find difficulties in raising funds elsewhere.
- CBO/NGO in turn can lend forward the seed money as small loans to its' members for income generating activities such as vegetable business, hand cart. For seed loans viability of income generating activities and immediate outcomes are important to assess higher social returns.

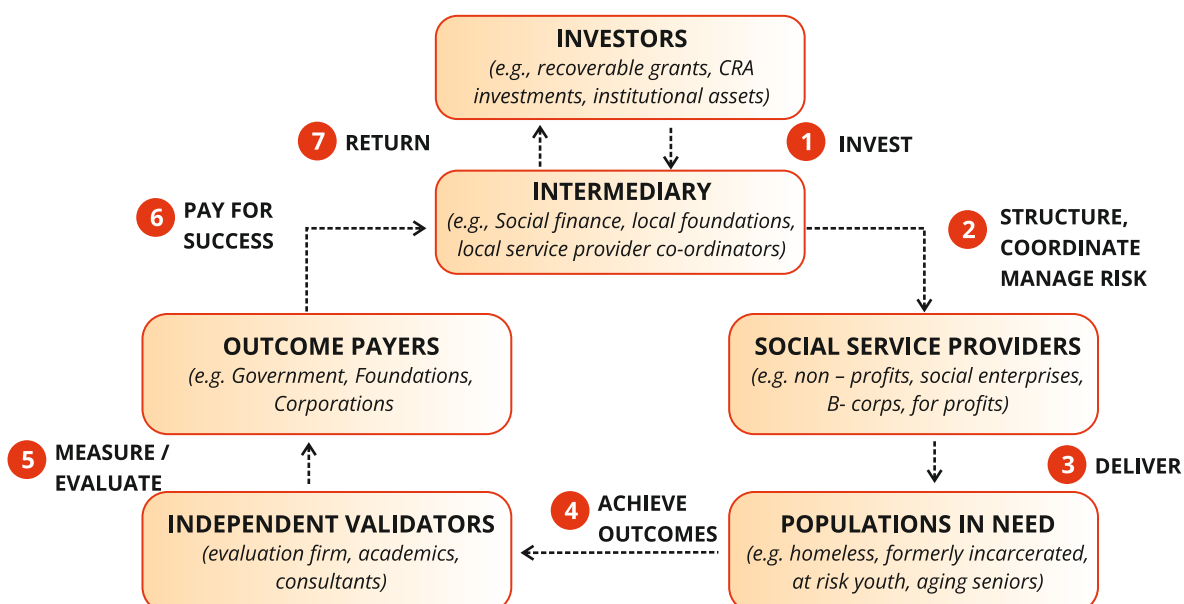
How does a CBOs/NGO access Seed Money?

There are a number of donor agencies and international NGOs who regularly announce seed money grants. CBO/NGOs need to respond to the request for proposals (RFPs) in the prescribed formats by the funding agency.

What is an Impact Investment Bond?

- Impact Investment Bond is a pay for performance (result/outcome based) model.
- Involves three parties: a private investor, an outcome payer, and an implementing partner/service provider.
- Private investor gives fund to carry out development project which promises certain social outcomes.
- Once outcomes are achieved, the investor is paid back the capital plus interest by the outcome payer, usually a philanthropic funder or organization or government.
- CBO/NGOs can play role of implementing partner/service provider in compliance with regulatory framework.
- Outcome evaluation is done by independent organisation who validates the work of the service provider.

Social Impact Bond OECD



Source: OECD adapted from Burand (2013)

What type of CBO/NGOs can be a part of this?

Established CBO/NGOs with a number of years of experience of implementing projects and proven track record can be a part of this.

What is Social Entrepreneurship Investing?

Many social development organizations are turning to social entrepreneurship as a way to become more financially self-reliant with the promise of financial sustainability. This investing is all about recognizing business opportunities that can, at the same time, solve social and civic problems. Social entrepreneurship is integrating business model into social causes in spirit and practice but with an aim to develop social capital.

Why is it important to stress on the role of CBO/NGO for entrepreneurship development especially for the key populations?

- To take care of overhead and operating costs.
- Capacity for innovation and experimentation with new groups and untried development approach.
- To build corpus from the earned profit.
- To generate employment within the community towards economic sustainability.

It must be borne in mind that simply selling products in the market does not tantamount to social entrepreneurship, even the profits of such sales are used to pursue CBO/NGO's mission. Over and above the financial aspects, social entrepreneurship is all about creating a wider impact in the community by developing sustainable solutions to the pressing challenges that the target community is experiencing.

In India, many organization adopted the social entrepreneurship model. They founded Bank, cooperative and producer groups of women with livelihoods as artisans, milk producers and farmers.

Here we present case studies for easy understanding of the participants.

Case Study: 2 Social Enterprise operated by PLHIV

Model Café Positive

To dispel the myths associated with the virus and generate employment of HIV positive youth, Dr. Kallol Ghosh launched Cafe Positive in 2018 in the heart of South Kolkata. It is the first-ever HIV positive staffed cafe in India.

Set in Lake View Road, Ballygunge, Cafe Positive is operated by HIV positive youths from Anandarghar. Anandarghar gives shelter to HIV positive orphans or those who were abandoned by their family members for carrying the virus. The cafe is an initiative of the NGO named Organisation for Friends Energies and Resources (OFFER). Anandarghar is a project of OFFER that aims to give a normal livelihood to HIV positive children. It gives them medical, emotional and developmental support to allow them to grow up like other kids. The best part is, the city of joy, Kolkata has socially aware people and the cafe receives a good number of customers too. On food delivery app Zomato, this café has a solid 3.8 rating.

INCLUDEPICTURE

"/var/folders/bz/0lg50mrj21q8sc6y3s67vvjh0000gn/T/com.microsoft.Word/WebArchiveCopyPasteTempFiles/CAFE-POSITIVE10_1024x735.jpg" * MERGEFORMATINET

Source:***HYPERLINK*** https://youtu.be/2F_tpgUBLhs https://youtu.be/2F_tpgUBLhs, <https://www.thequint.com/neon/what-the-food/this-cafe-positive-in-kolkata-is-entirely-run-by-hiv-positive-people#read-more>



Employment And Entrepreneurship Support Schemes

http://naco.gov.in/sites/default/files/National_%20Report_Social_Welfare_Scheme.pdf

NACO has prepared the HRG and PLHIV Employment and Entrepreneurship Support schemes. The details are presented in the annexure.

Investing on Entrepreneur Development Programme (EDP) for Social Return

- EDP helps in strengthening entrepreneurial motive, acquiring skills and capabilities necessary for income generation
- Investment in a well-designed EDP with requisite support results in good social return for the community
- EDPs can be structured in alignment with government department, academic or private institutions
- Existing policies of government supports such initiative
- Technology based EDP with proper industry need assessment increase employability/ earning potential

Steps for Diversifying Investment

- Estimate the surplus investment out of 12-month actual/ projected cash flow.
- Assess the need and size of a corpus fund on short medium- and long-term basis.
- Have a strategy for creating a corpus fund and its use.
- Mobilize resources (donors).
- Create an investment plan as prescribed in the latest amendment to get tax advantage.
- Create a separate bank account for corpus fund for easy tracking of usage.
- Explore possibilities of seed money by mobilizing resources.
- Invest seed money in productive causes having higher social returns.
- Explore impact investment bond opportunities.
- Explore Social entrepreneurship option for sustainability.



Activity: 3

12 Minutes

Divide the participants into 3 groups (KP wise) and discuss the various methods and good practices to diversification of investment . Participants are to be given chart papers and colors.

Facilitator can summarise the group discussion on the following points:

- Importance of building diversification of investment strategy which are unique to each CBO/NGO depending on their local context.
- Identify the gap and vulnerability for sustainable financial management.
- Identifying various possible options for diversification
- Evaluating them on a consistence framework of pros and cons
- Check and comply with regulatory framework
- Align decisions with organizational goals and priorities
- Get the buy-in of stakeholders
- Review the strategy regularly and adopt changes as needed

Reflection

Reflect on what this learning means to you and how can you apply it in your context of diversifying investments

CHAPTER - 10.0

3.3 Grants Writing

Session: 3.3	Grants Writing
Learning objectives of this session	Participants learn about: • Various types of grants • Components of writing a grant proposal • Procedural requirements for submitting a proposal • How to write a grant proposal
Duration	3 Hours
Tools	Worksheets
Methodology	Group activity

Instructions to Facilitators

This session will involve participatory learning. The facilitator is expected to engage the participants to brainstorm and present their experiential understanding of techniques of grants writing. This module has pre-decided content which the facilitator is expected to revise beforehand and if need be, refer to the resources mentioned. Activities are conducted before the knowledge sharing via presentation. The facilitator is expected to weave the activity learning in the content.

How are organizations funded?

Activity: 1

15 Minutes

Form groups having three participants each. Share with the worksheet and ask them to discuss among themselves and tick mark ✓ each of the cells if that category is applicable. Total time allocated for this activity is 10 minutes, 5 minutes for small group discussion and filling up the worksheet and five minutes for larger group discussion.



Funding Sources						
Type	Individual Donation	Company Donation	Sponsor-ship by Company or Political Parties	Grants by an NGO	Grants by Govt	Grants by a foreign/ UN agency
Work with any category that is applicable to you						
Ganesh Utsav, Durga Puja, Saraswati Puja, Vishwakarma Puja, Mother Mary's Annual Feast, Urs, Celebrations of Budhh Purnima						
Events like bull race, boat race						
Harvest festival						
Fair/ Carnival						
Music/ Dance Festival						
Special Lunch Packs on Children's day for local school children						
Computers, Acs						
Office furniture						
Distribution of Hygiene Kit to Kps						
HIV/AIDS Intervention program for 1000 KPs Mental Health Project Capacity Building Program or 20 Counselors						
Advocacy Project for PLHIV rights and livelihood						
Network formation to fight stigma and discrimination						

Activity: 2

20 Minutes

Divide participants into two groups however, depending on the size of the participants, the groups can be more in numbers. Now give each group, following situations to discuss:

Situation 1: **Rahul and Ruhi** are two brilliant students from the Basti where you/ your organization is working from. They both have scored 90 percent marks in their 12th boards and are seeking admission in B. Com. and also enroll for a CA coaching course. They need a sum of two lakhs per person for this. They also require a study table and two lap tops.

How would you or your organization help these students?



Situation 2: The biggest local high secondary school of where most children from lower social-economic strata of the society go to study is experiencing severe shortages of the following: (1) lack of additional computers in the lab (2) lab is broken and does not have necessary equipment for children to learn from (3) girls' toilet doors and roofs are broken. The authorities have expressed delays in release of funds for above issues and have requested private initiatives and people to come forward and support.

How would you or your organization raise the fund for the same?

Situation 3: In your community or Basti youngsters are addicted to chewing tobacco and tobacco based guthka. Recently at least 5 young men in the age group of 20-25 years have been diagnosed with cancer. This has created panic among the parents and spouses of those who consume tobacco-based products daily. They have discussed this with you or your organization and have asked for you to hold a screening and awareness camp regarding tobacco addiction.

How would you or your organization raise the fund for the same?

Situation 4: If you have conducted any fundraising activity, then share your experiences on these points: (1) what was the issue for which you raised the funds (2) **how did you go about it?** (3) **what was the outcome of this activity?**

Total time allocated for this activity is 30 minutes, 10 minutes for small group discussion and 20 minutes for larger group discussion.

Lecture Content for Facilitator

How are Organizations funded?

Activity 1 and 2 helps us understand that irrespective of the kind and scale of activity, both people and organizations require fund to achieve the goals they have set out, therefore fund raising is an important activity. Fundraising in an organization – CBO/NGO/NGO is done in following ways:

- Donations from individuals – High net worth individuals, small individual donors and electronically by doing 'Donate now'.
- Donations from the charitable organizations, trusts and foundations.
- Special drives- programs/ shows, drives with a corporate entity for donations.
- Tie-ups with fund raising agencies like Give India, Ketto, Impact Guru by crowd funding to support a special cause or event.

However, over and above these donations, professional organizations which include NGOs and CBO/NGOs write grants to secure funds for specific targets and activities.

What is a Grant?

- A sum of money given by a government or other organization, donor agencies for a particular purpose.
- Grants are often competitive.
- Grants are like application in which the applicant organization is making an case for itself on what it can do better than others and why it deserves to receive this particular grant.
- You can also call it a funding proposal.

Types of Grants

- **Seed grant:** A small grant given to newer NGOs to start their work it is literally a seed that can potentially grow into a tree. This is a good start for CBO/NGOs who have just been formed and would like to do small projects.
- **General Operating Grants:** A grant that finances the ongoing activities of an organization. Salaries, ongoing expenses, rentals become a part of the general operating grants.
- **Capital Grants:** A grant that funds the construction of physical buildings and structures.
- **Unconditional Grant:** A rare, generous gesture by a person or an organization with very few strings attached. These could be broad based and offer flexibility, requiring not so tough deliverables.
- **Conditional Grant:** major part is funded by the donor but the recipient is supposed to put some of their own funds/ or raise an amount which will be matched by the donor. It could be 30% by the recipient and 70% by the donor.
- **Program Grant:** That come with specific objectives and deliverables towards a program and you are required to achieve those. You may receive next phase based on the performance of the first phase.
- **Research Grant:** For funding research projects which could be a collaborative process of doing the ground work for research, proposal development, ethical approvals, research team training, data collection and implementation.
- **Fellowship Grant:** For funding a person's fellowship/training program for example a training program to set up Institutional Review Board or a course in epidemiology.
- **Conference Grant:** For organizing conference, funding a person's conference participation.
- **Advocacy and Capacity Building Grant:** (Can be clubbed under program grant) For advocacy and capacity building of other stakeholders and even internal project staff.

How does grant materialize?

- Management Trustees and Senior Professionals constantly meet and network with the potential donors and funders.
- Make a presentation to the potential donors.
- Respond to Request for Proposals (RFP).
- Write and submit a grant proposal.

Why should Community Champion or CBO/NGOs learn about grants writing?

As someone working in the field, you are aware of the field situation therefore you need to contribute to the grant writing as your experiences can make a grant innovative. During the process of grants writing, you need to recommend if the objectives of the grant can be achieved in the prescribed time frame. There are other advantages of participation in the process of grant writing such as better acceptance of the team, shared work and team spirit to deal with the challenges at the time of implementation. Finally, learning how to write a grant proposal is good for your professional growth

People and their role in grants writing

- **Senior Management:** Identifying grant, discussing/ interpreting and delegating and finally putting it together.
- **Research Professional:** Providing evidence (data) for situation and gap analysis.
- **Program Professionals:** Thinking of innovative elements, fleshing out the objectives, strategies and activities, staffing.
- **Finance Professionals:** Helping in budget. Sharing account records and audit reports as required by donors.
- **Monitoring & Evaluation Professionals:** Providing indicators and developing M&E framework.
- **Human Resource Professionals:** Fulfilling policy related requirements.
- **Administration Professionals:** Ensuring systems work seamlessly, support in submission and delivery.

Basics of Grant Writing



Activity: 1	1 Hour
Divide participants into two groups however, depending on the size of the participants, the groups can be more in numbers. Now give each group cases pertaining to the grant opportunity 1 and 2. Total discussion time would be 5 minutes followed by 5 minutes of sharing a discussion.	
Group Exercise: 1 Grant Opportunity 1	
Case Situation	
There is an opportunity to apply for a grant in the area of Sexual and Reproductive Health Rights of adolescents in 7 high burden districts of Uttar Pradesh. The grantee agency is particularly interested in working with adolescents in the age-group 13-18 years and also focus on HIV/AIDS related issues.	
Questions	
• Should your organization write this grant? Give reasons for why yes or no? • Should you write a grant that is beyond your geographical area? • Should you write a grant that is not exactly matching with your area of experience and expertise? • Should you write a grant that will require you to collaborate with other NGOs rather than having our own staff?	

Group Exercise: 1 Grant Opportunity 2**Case Situation**

There is a grant opportunity to strengthen the capacity building of private health care providers towards 95-95-95 for 28 states in India. Your organization can be the Principle recipient for this purpose.

Questions

Should your organization write this grant? Give reasons for why yes or no?

Should you write a grant that is beyond your geographical area?

Should you write a grant that is not exactly matching with your area of experience and expertise?

Should you write a grant that will require you to collaborate with other NGOs rather than having your own staff?

Facilitator's Lecture Content

- A Donor Agency could be a national, international donor, CSR Foundation and a government department like the Ministry of Social Justice, HRD and NACO.
- Grant in the priority areas of donors – Sexual and Reproductive Health and Rights, Maternal and Child Health, Nutrition, Adolescent, HIV/AIDS, Advocacy, Capacity Building. Donors typically have grants for intervention, advocacy, capacity and network building.
- Scale of grant is decided by the mandate of the donors which could be either pan India, western India, state wide.
- Mandatory requirements/ conditions as per donors have to be met for a grant proposal to qualify
- Eligibility Criteria: Numbers of years of experience in the prescribed area of work and legal status of the recipient is key for a proposal to be short listed.
- Donor's priority areas must match with the NGO.
- Scope of work & deliverables is mentioned therefore grant proposal should contain that.
- In every grant proposal time duration is mentioned therefore grant plan should be focused on the same. In every proposal GANTT chart is expected.
- Budget formats may be shared.
- Technical and financial proposals are expected to be submitted separately.
- Annexure might mention evaluation criteria which enables you to focus on the proposal.

Typical Areas of a Grant

Note: Facilitator can show the VHS grant request for proposal (RFP) for this section.

1. **Organizational background:** In this section you will give a background of your organization, its mission, vision and work areas, reach and key achievements.
2. **Rationale or justification of the proposed project:** Based on the situation and gap analysis, you will prepare a justification of the proposed project.
3. **Goal and objectives:** Goal is an overall goal which is long term in nature, whereas objectives are more specific in nature.

4. **Strategies and activities:** There could be a single or multiple strategies that would be used to achieve the objectives. For example: “positive health communication for encouraging HIV testing or “community advisory board to represent community voices”. Each of the strategies then translate into activities.
5. **Monitoring and evaluation:** Monitoring is an ongoing activity which is conducted during the course of a project to see whether the planned activities using certain inputs are taking place and resulting into outputs which over a period of time will result into outcomes. Evaluation is a process that determines the success and failure of the project.
6. **Staffing:** This is primarily planned staffing for the proposed project. Staffing is done according to quantum of work in the proposed grant.
7. **Budgeting:** Budgeting is done based on the planned activities and staff required to perform those activities, travel, equipment, communication, office supplies, any rental and finally contingency amount. Every Grant RFP comes with a tentative amount therefore grant proposals are expected to limit their budget within that. A tabular format, preferably in Excel is highly recommended for presenting budget.
8. **Work plan or GANTT Chart:** This is an item-wise implementation plan spread over the fixed duration of the grant. This is required for a grant to achieve its’ objectives.
9. **Logical Framework (Log Frame):** Most donors might insist on a logical framework to track the progress of the grant, especially when the grants are aimed at creating larger impact. Log-frame contains narrative summary, objectively verifiable indicators, means of verification, important assumptions and risks.

Standard Details required in a Grant Document

CBO/NGO and NGOs need to keep some documents always ready as most grants require credibility document. Non-submission of mandatory documents required by the grantee agency will result into disqualification. The documents re

- Organizational background

• Board or Trustee details

• Sugam Portal registration

• Audit reports
- Registration and bank details

• PAN Card

• Research data

• Policies

Activity: 3

1 Hour 15 Minutes

Divide the participants into 3 groups (KP wise) and facilitate them to write their own grants.

- Group 1- Share VHS RFP
- Group 2- Share Global Fund RFP
- Group 3- Share UNOV UNODC RFP

After the exercise each group will present their proposal and a detailed discussion will follow. A panel will be prepared from resource persons and community master trainers to review and evaluate each proposal when the group make the presentations.



Annexure

Resource Material

EMPLOYMENT AND ENTREPRENEURSHIP SUPPORT SCHEMES

http://naco.gov.in/sites/default/files/National_%20Report_Social_Welfare_Scheme.pdf

1. Sanjay Gandhi Swavlamban Yojna: This scheme benefits the unemployed. Long term loans of Rs.2500 are sanctioned which are to be returned in 8 instalments within two years. The applicant must have completed 18 years of age and a resident of Maharashtra for over 15 years.

<http://www.nashik.nic.in/divisionalcommissioner/htmldocs/sanjay.html>

2. Urban Self Employment Program (USEP): This scheme has been launched under Swarn Jayanti Shahari Rozgar Yojana (SJSRY). The objective of this scheme is to address Urban Poverty alleviation through gainful employment to the urban unemployed or underemployed poor by encouraging them to set up self-employment ventures. It also supports skill development and training programmes to enable urban poor to have access to employment opportunities. The Scheme has two components: (i). Assistance to individual urban poor beneficiaries for setting up gainful self-employment ventures [Loan & Subsidy] (ii). Technology/marketing/infrastructure/knowledge & other support provided to the urban poor in setting up their enterprises as well as marketing their products.

[Technology, Marketing & Other Support].

<http://india.gov.in/govt/viewscheme.php?schemeid=1745>

3. Swarnjayanthi Gram Swarojgar Yojana: The Swarnjayanti Gram Swarojgar Yojana (SGSY) is a major self-employment scheme launched in April, 1999. It has been designed as a holistic self-employment scheme aimed at providing sustainable income to rural BPL families through income generating assets / economic activities so as to bring them out of the poverty line. It is a process oriented scheme involving processes like organization of the rural poor (BPL) into Self-Help Groups (SHGs) through social mobilization, capacity building & training, provision of revolving fund, making available credit and subsidy, technology, infrastructure & marketing. Each process has a bearing on the successive process. The SGSY is trying to achieve social mobilization through formation of member owned, member controlled and member managed institutions of the poor in the form of Self Help Groups (SHGs). Subsidy under SGSY is provided at 30% of the project cost, subject to a maximum of Rs. 7,500/-. In respect of SCs/STs, it is 50% subject to a maximum of Rs. 10,000. For SHGs, subsidy is 50% subject to a ceiling of Rs.1.25 lakhs. There is no monetary limit on subsidy for irrigation projects.

Further information

<http://rural.nic.in/sites/downloads/our-schemes-glance/SalientFeaturesSGSY.pdf>

4. Rajiv Abhyudaya Yojana(RAY): This scheme is in implementation in Andhra Pradesh and it provides financial assistance for purchase of assets and tool kits. Guidelines have been laid down working capital for weavers, stone cutting and earth workers, beauty parlours, washer men (laundry), carpenters, blacksmiths etc. Further details are available **on** <http://www.bcwelfare.ap.gov.in/GOs/G.O.Ms.No.15.pdf>

5. National Rural Employment Guarantee Scheme (NREGS): Employment Guarantee Act was enacted on 5th September 2006. The Act made supplementary livelihood in rural areas through unskilled manual work a legal right.

6. Any rural household seeking unskilled manual work can register its family in the Gram Panchayat and obtain a job card. With the possession of a job card, the registered rural household can apply for work for at least 100 days in the Gram Panchayat. Gram Panchayat is entrusted with the legal duty of providing work to such applicant within 15 days of the receipt of the application, failing which unemployment allowance would become payable to the rural household.

Further details - <http://rural.nic.in/sites/MGNREGA.asp>

Utkrisht Impact Bond Case Study

<https://www.marketlinks.org/resources/utkrisht-impact-bond-case-study>

The Utkrisht Impact Bond will support private healthcare facilities in Rajasthan, India to achieve and sustain a standard of quality that will result in decreased maternal and newborn mortality. Funding will be provided to Population Services International (PSI) and Hindustan Latex Family Planning Promotion Trust (HLFPPT) to support private healthcare facilities attain the level of quality that enables them to be certified under a joint quality standard (JQS) consisting of the Manyata initiative, a new national certification and quality improvement system to recognize private facilities who consistently deliver quality care to the women they serve; and the National Accreditation Board for Hospitals (NABH) Small Health Care Organisation entry-level certification. The impact bond will be managed by Palladium. The upfront funding to carry out activities will be provided by UBS Optimus Foundation using UBS client's funds, alongside co-investments from the implementation partnership comprised of Palladium, PSI, and HLFPT. The investors will be remunerated by the outcome funders, Merck for Mothers and USAID, if facilities achieve the quality standards required to be certified.

The impact bond contracts were signed in November 2017, with implementation to begin in early 2018 – just under two years after all key parties were brought together for the first time. Convergence provided a grant to Palladium in mid-2016 to complete structuring activities and launch the impact bond. The design process provides learnings for developing multi-stakeholder financing structures, in particular, impact bonds.

This case study outlines a number of key insights that may be useful for practitioners interested in establishing impact bonds, as well as for funders interested in supporting these mechanisms. As with all tools, the prioritized interventions should determine the appropriate funding mechanism. Outcome funders and investors should be engaged early in the process, and significant delays should be incorporated into work planning given inevitable challenges in achieving consensus among a diverse group of partners.

CASE STUDY: SOCIAL IMPACT BOND

Source: <https://www.investindia.gov.in/siru/indias-first-skill-impact-bond-gender-lens>

NOVEMBER 01, 2021

India's First Skill Impact Bond with a Gender Lens

By: Strategic Investment Research Unit (SIRU)

A multitude of agencies are working on bridging the skill gap, in urban and rural India, to address the youth employment issues, with a focus on young women. Investing in unique skill development models has the potential to increase the skills of the existing and future workforce.

India is driving unique avenues to transform its demographic potential into a dividend that will act as a catalyst to increase the country's growth. One of the recent models adopted is the launch of India's first skill bond by the National Skill Development Corporation (NSDC) in collaboration with a multitude of partners, namely, HRH Prince Charles's British Asian Trust, the Michael & Susan Dell Foundation (MSDF), The Children's Investment Fund Foundation, HSBC India, JSW Foundation and Dubai Cares, with FCDO (UK Government) and USAID as technical partners.

The announced Skill India Impact Bond aims to support 50,000 youth in India over four years, of which 60 per cent will be women and girls. The youth will be imparted with skills through training and provided access to wage employment in COVID-19 recovery sectors such as retail, apparel, logistics, to name a few. The collaborators of the bond have raised funds worth US\$ 14.4 million for the youth skilling programs. The investment has a gender lens laying special focus on women and girls' beneficiaries. It is a major step towards Gender Lens or Gender Smart Investing, which is an approach to mainstream gender factors in business investments to yield higher economic, social, environmental, and return on investment outcomes, mitigate risks and explore new opportunities for investments that create a gender-inclusive environment in investing.

Impact bonds mentioned above are a results-based financial tool that leverages private sector capital and expertise, with a focus on achieving results. It concentrates on performance and results. In impact bonds, risk investor provides upfront capital for social programs, and this investment is repaid—often with interest—based on the program's achievement of predetermined outcomes to outcome funders.

The outcome funders of the Skill Impact Bond are brought together by the British Asian Trust. All the funders onboard have their respective strengths, perspectives, knowledge and learnings in the skill and education areas, used in the design of the impact bond. The outcome fund supporting agencies are CIFF, HSBC India, JSW Foundation and Dubai Cares. The risk investors, NSDC and MSDF, have committed US\$ 4 million as upfront working capital to the service providers for the implementation of the program for four years. If the outcomes are achieved, the funding from risk investors will be ploughed back each year.

Such impact bonds focus on transforming traditional funding mechanisms by philanthropists and development agencies. In such a setting, all collaborators are incentivized to achieve learning outcomes and the return on investment is high. Additionally, their focus on gender outcomes makes them socially and economically better investment instruments.

Public and private sectors should start engaging in such impact investments across sectors that also have a gender lens to contribute to economies by unlocking the potential of women as clients and customers and to Sustainable Development Goals to address development challenges, such as women's access to education, employment opportunities, health services, water, sanitation, and reducing gender-based violence.

This article has been authored by Guriya.

Voluntary Health Services REQUEST FOR PROPOSALS

Multi Country South Asia (MSA) Program Overview

The Global Fund supported South Asia Regional HIV program is currently in its second phase of grant implementation, Period from January 2017 to December 2017. With Save The Children International (SCI) serving as Principal Recipient in this phase, the program covers seven countries in South Asia (Afghanistan, Bangladesh, Bhutan, India, Nepal, Pakistan and Sri Lanka) through direct program implementation. Under the guidance and supervision of NACO and SCI, the selected sub recipient – The Voluntary Health Services will implement the program activities in India till December 2017 focussing on TG/Hijra with the National Strategic Plan 2017 – 2020 and NACPIV.

Community System Strengthening and Advocacy Seed Grants (CASG)

Considering the need and the objective of the South Asian Regional HIV Program with a strong community systems strengthening (CSS) focus and with reference to the Global Fund's CSS Framework, one of the main component in the program is Advocacy Seed Grants which aims to provide support towards TG/Hijra led organization on community driven initiatives in advocating related policy environment at local or national level. It is expected that this seed fund program will cover its following objectives:

1. Document key issues related to TG/Hijra populations, in particular those who are living with HIV.
2. Increase the awareness of local and/or national policy and decision-makers of issues related to TG/Hijra populations in particular those who are living with HIV.
3. Highlight issues with local and/or national level policies that are in violation of human rights related to TG/Hijra populations.
4. Strengthening of CBO/NGOs systems and institutional development

Eligibility to apply for CASG

CSS and advocacy seed grants was developed as an initiative in facilitating community led intervention particularly towards TG/Hijra populations to reduce harm and negative impact from HIV epidemic. The grant will be open for registered TG/Hijra CBO/NGOs in Tamilnadu, Kerala, AP, Telangana, Karnataka, Odisha, Chattisgarh, Bihar, UP, Uttarkhand, New Delhi, Punjab, Chandigarh, Maharashtra, Rajasthan, Gujrat.

Organizations who meet these following criteria would be eligible to submit the proposal for CASG program:

1. The applying organization should be only TG/Hijra community based organisation(CBO/NGO), must be registered, should have a bank account and Pan card
2. Priorities to those CBO/NGOs who possess minimum 2 years of experience particularly in collectivization, involving in local advocacy, social protection and right based activities working for the benefit of TG / Hijra including those living with HIV.
3. The CBO/NGO has been existing and actively involved in HIV/AIDS response / social entitlements and able to demonstrate experiences in community-based activities for TG/Hijra populations.
4. Has never been blacklisted or support for a program withdrawn by a donor /SACS for non-performance (financial and /or programmatic)
5. CBO/NGO's which were earlier provided CASG support from VHS and had a financial indiscipline / Non performance of activities will not be qualified to apply for this grant
6. Preference will be given to small / emerging CBO/NGO's turnover not above 5 lakhs.

CASG Priority Areas

The applicants should focus on one or more of these following areas that would benefit the TG/Hijra and people living with HIV:

- Advocacy to increase of TG / Hijra in TI enrollment
- Advocacy with different stakeholders to address legal and social issues of TG/Hijra
- Advocacy to increase access to Health & HIV treatment services for TG/Hijra
- Reducing stigma and discrimination towards TG/Hira and PLHIV
- Innovative approaches to increase treatment adherence; i.e. engaging mass media in raising awareness of TG/Hijra
- Advocacy for local resource allocation and mobilization from local governments and other funding sources to ensure sustainable HIV responses
- Developing second line leaders for advocacy , crisis management , etc
- Strengthening of CBO/NGOs system and institutional development

Please note the following:

- i. One CBO/NGO will be selected from one state
- ii. VHS and respective SACS will jointly do the assessment for CBO/NGO selection
- iii. This grant will support only for activities and will not support
 - a) Procurement of fixed assets
 - B) Notional cost
 - C) Staff salary, Office rent, audit fees, electricity bills

Grant award limit:

Grant up to maximum of 2 Lakhs and grant implementation maximum period of 3 months

How to apply:

Organizations need to submit their application with the following annexures duly filled in all purposes:

Annexure 1- GENERAL APPLICATION FORM**Annexure 2- GUIDELINE FOR PREPARATION OF PROJECT PROPOSAL****Annexure 3- BUDGET TEMPLATE**

- A copy of the Registration Certificate of the Organization and renewal certificate
- Annual reports for the past 2 years
- Auditor's statement of accounts for the last 2 years
- Pan card

- By submitting an application the CBO/NGO unreservedly agrees to abide by VHS DIVA terms & conditions as amended time to time
- Those who fail in completing the forms in full will not qualify for the selection process.
- The soft copy of completed application forms should be submitted to following Email ID: vhsmsacss@gmail.com
- VHS reserves right to Reject/Accept any or all proposals without assigning any reasons therefore
- Only shortlisted CBO/NGO's will be contacted, if you have not been contacted by 10th August 2017 please assume your application was unsuccessful

For more information please contact V.Balaji, Contact Number- 9962066696

The last date for to submission of Proposal Application Form is 31st July, 2017 COB (close of business)

Prepared Senior

Program Manager

Deputy Director Program

Finance Controller

Director - Projects

Annexure -I

COMMUNITY SYSTEM STRENGTHENING AND ADVOCACY

SEED GRANT – (CSAG) GENERAL APPLICATION FORM

1. CONTACT INFORMATION	
A. ORGANIZATION INFORMATION:	
Full name of your organization :	
Full postal address:	
Phone number:	
E-mail address:	
Website, Facebook and/ or Twitter account (if available):	
When was your organization created?	
Does your organization have legal registration?	
Your Organisation Register under Societies act/Trust act/companies act:	
Do you have operational bank account?	
Pan card no:	
Does your Organisation have 12A certificate?	
B. CONTACT PERSON:	
Full name:	
Position within the organization:	
Email address:	
Skype name (if available):	
C. REFERENCES: Please give the names of 2 people or groups that we may contact for reference:	

2. MISSION:	
a. Vision and mission of your organization:	
b. Main issues your organization is working on: (for instance human rights, health, sexual and reproductive rights, violence, social justice)	
c. Partners, networks, groups you work with:	

3. GOVERNANCE AND STRUCTURE OF YOUR ORGANISATION:	
a. Is your organization led by TG/Hijra?	
b. Who are the main decision makers in your organization?	
d. Number of paid staff (if applicable):	
e.Number of volunteers (if applicable):	
g.Number of board members:	

ANNEXURE-2

GUIDELINE FOR PREPARATION OF PROJECT PROPOSAL

The project should be in A-4 size paper neatly typed including all the information requested below. The total pages hold not exceeds 20 pages in single line spacing and should be prepared using the format mentioned below.

a. Organizational Description :(1 PAGE)

Give a brief history of your organization and provide an overview of your programs. This section should describe in details the present geographical location of your work, and the total population covered; type of work your organization is engaged in; number of staff and volunteers (full time, part time) experience in networking; collaboration with other NGOs and Government; movable and immovable assets of your organizations, your major funding partners and major projects implemented and its achievements.

b. Rationale of the project: (1 PAGE)

This section should describe why the CBO/NGOs think it is necessary to undertake the proposed activity. The explanation should include an analysis, the problem of TG/Hijra supported by evidence and examples.

c. Goals and Objectives: (1 PAGE)

Objectives should specify what you want to achieve through the proposed activities.

d. Strategies (1 PAGE)

In this section you should explain in detail the methods by which you will achieve the objectives.

e. Major activities: (2 PAGES)

Describe in detail activities, which will be carried out explaining how it will be done, who will do it, when it will be done. A time chart should be enclosed showing major activities plotted month wise for the total period of 3 months. You are encouraged to plan for sustainability of activities after the project period.

f. Monitoring and Evaluation: (1 PAGES)

The monitoring plan should describe in detail the mechanism that will be used by the CBO/NGO in monitoring the project implementation. Involvement of the target community; leaders and volunteers in monitoring the progress should be included. The information and regular participation in project activities of project advisory committee with informed representatives from the primary stake holders, influencers, key staff, local NGOs and Governments essential. Plans for participatory evaluation of the project should be explained.

g. Community participation: (1/2 PAGES)

CBO/NGO should indicate the nature of community participation in intervention activities. Priority will be given to proposals, which demonstrate a strong collaboration between the CBO/NGO and the target groups and influencers.

h. Budget

There should be budgetary notes describing in detail the need for a particular line item in the budget. A narrative should be included for each line item.

The grants will cover essentially recurring costs like Resource person fees, cost of educational materials, travel costs (local), training of staff, system strengthening, advocacy meetings, events, and cost of documentation of the best practices.

4. FINANCIAL DETAILS OF YOUR ORGANISATION	
A. CURRENT FISCAL YEAR Amount in	Amount in Rs.
Total (planned) expenditures in current fiscal year	
Total (expected) income in current fiscal year	
Sources of income (membership fees, donations, grants, etc)	
TOTAL INCOME	
B. PREVIOUS FISCAL YEAR Amount in	Amount in Rs.
Total expenditures in previous fiscal year	
Total income in previous fiscal year	
Sources of income (membership fees, donations, grants, etc)	
TOTAL AMOUNT	

5. GRANT REQUEST INFORMATION:		
a. Please indicate the amount of your grant request:	Amount in Rs.	
b. For what period do you request funding? (The period in which the activities funded by the seed grant are planned to take place)	Start date:	End date:

DECLARATION: THIS IS TO CERTIFY THAT THE ABOVE PARTICULARS FURNISHED ARE TRUE AND ORGANISATION WAS NOT BLACKLISTED BY GOVERNMENT OR ANY OTHER DONAR AGENCIES

Authorised signatory & seal

Seed grant will not support of staff salary, cost of drugs, condoms, equipment or any construction work. Expenses such as office rent, audit fees, electricity bills will not be allowed through the grant.
Name of person who wrote the proposal:

Designation:

Signature:

CHECK LIST

The application must contain the following essential sections:

- 1. Covering letter
- 2. CBO/NGO Application: (Please use format in Annexure 1)
- 3. Proposal in the format given in Annexure 2
- 4. A detailed budget as given in Annexure 3
- 5. A copy of the Registration Certificate of the Organization and renewal certificate
- 6. Annual reports for the past 2 years
- 7. Auditor's statement of accounts for the last 2 years
- 8. Pan card

Prepared Senior

Program Manager

Deputy Director Program

Finance Controller

Director - Projects

Annexure 3 -
Budget Template

Name of the CBO/NGO:-----

Budget for the period from ----- To

DIVA-MSA PROJECT					
S.No		Activity		Budget - INR	
		Unit Cost	No. of Units	No. of Days	Total Budget
A	Name of activity:				
	Local travel				
	Conference hall charges				
	Food expenses				
	Training Materials , Banner				
B	Fees				
	Program Coordinator Fees				
	Accounts Coordinator Fees				
	Resource Person Fees				
C	Administrative Expenses				
	Office stationary and printing				
	Mobile communication				
D	Others				
	Total Budget				
Note: Above subheads are for your reference. Subheads can be added as per need of the activity.					
Note : Submit separate budget for each activity					

HIV grants for civil society organizations

UNODC seeks to provide funding support to Civil Society Organizations (CSOs) particularly Community Based Organisations (CBO/NGOs) working in the area of HIV prevention, treatment, care and support among people who use drugs and people in prison to ensure quality HIV services that are tailored to their needs.

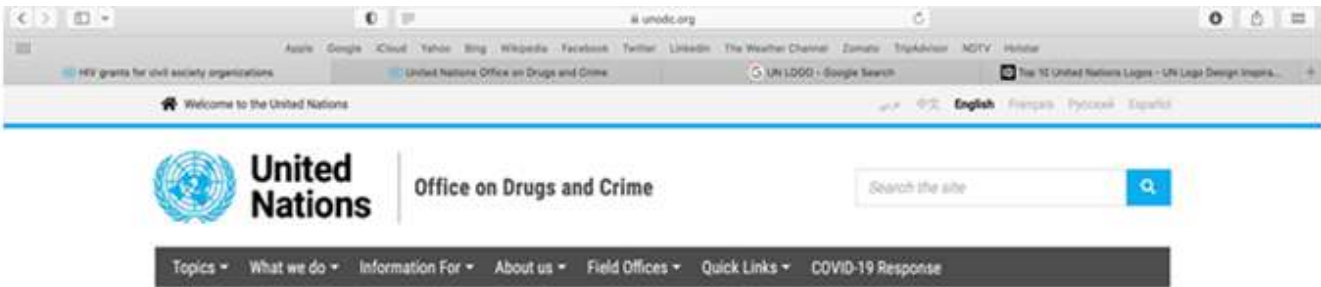
Applications for grants of up to USD 20,000 are invited under three categories:

- 1. developing and implementing evidence-based and gender-responsive HIV services for people in prison
- 2. designing and implementing peer-to-peer HIV services and programmes for people who use drugs
- 3. developing sustainable partnerships with law enforcement officials and the health sector to facilitate access to HIV prevention and care services for people who use drugs and people in prison

For full details of our requirements and how to apply please see Call for Proposals Guidelines for grant applicants.
 Deadline for receipt of applications: August 31 st, 2020, 12:00 AM CEST

Application templates include:

- Project proposal application form;
- Project budget;
- Certification



PROJECT PROPOSAL APPLICATION FORM

CHECKLIST

Please make sure your application includes each item specified in the below checklist.

	Yes	No
Project proposal (Word Format)		
Project budget (Excel Format)		
Registration certificate		
Audited organisational financial statements for the last fiscal year. In the absence of audited statements, other official document, signed by an authorised representative and demonstrating annual income will be accepted		
For proposals involving partner contributions only: • evidence of secure funding		
For previous UNOV/UNODC grantees only: Statement detailing • lessons learnt from previous funded project(s); • the difference between the proposed project and the previous project. At a minimum, it is expected that the proposal will include new activities, target group(s) and/or location(s)		
Signed certification		

Project Proposal

1.CAPACITY OF THE ORGANISATION

1.1 Applicant details

Name of APPLICANT	
Address of APPLICANT	
Type of institution	Non-governmental organization (NGO); Community-based organization (CBO/NGO); Non-profit organization (NPO)
Organization’s main area of work	
Date of registration	
Place of registration	
Website (if applicable)	City and country
Headquarters location	
Primary contact person	
Telephone number	
Applying for (select one only)	☐ Category 1 ☐ Category 2 ☐ Category 3

1.2 Prior experience in implementing similar activities

Number of years implementing activities in the area of HIV prevention, treatment, care and support among people who use drugs (PWUD) or for people in prison	
--	--

Please provide a description of up to three recent projects through which the applicant has implemented activities in the area of HIV prevention, treatment, care and support among PWUD or for people in prison

Project 1	
Name of the project	
Description of the project (max 200 words)	
Name of donor	
Location	
Duration	
Total cost	
Number of staff involved	
Results	

Project 2	
Name of the project	
Description of the project (max 200 words)	
Name of donor	
Location	
Duration	
Total cost	
Number of staff involved	
Results	

Project 3	
Name of the project	
Description of the project (max 200 words)	
Name of donor	
Location	
Duration	
Total cost	
Number of staff involved	
Results	

2. PROJECT PROPOSAL

Project title	
Grant amount requested from UNODC in USD (maximum USD 20,000.00)	
Location of the project	
Project dates	

2.1 Project summary
Please describe the proposed project, and the way in which it responds to the objectives (see Call for Proposals 1.2) and thematic focus (see Call for Proposals 1.3) of this grants programme (max 400 words)

2.2 Context Analysis/problem description
Please describe and analyse the problem conditions which the project aims to influence positively; provide information on how the differing needs of women and men have been identified (max 400 words)

2.3 Specific objective(s) of the project
Please define objectives that are specific, measurable, achievable, relevant and time-bound (max 300 words)

2.4 Method
Please describe the project methodology; and specifically which of the priority indicative activities (see Call for Proposals 1.3) will be utilised (max 400 words)

2.5 Beneficiaries	
Please provide information on the targeted beneficiaries – including vulnerable and at-risk groups. (max 400 words)	
Estimated number of young women and girl beneficiaries (under 18 years of age)	
Estimated number of adult women beneficiaries (over 18 years of age)	
Estimated number of young men and boy beneficiaries (under 18 years of age)	
Estimated number of adult men (over 18 years of age)	
Estimated total number of beneficiaries	

2.6 Staff involved in the project
Please provide information on the number of staff involved in the project activities and describe their roles and responsibilities. (max 300 words)

2.7 Risks and mitigation measures
Please identify the main risks for project implementation and describe the measures put in place to mitigate them (max 300 words)

2.8 Role of key stakeholders (if applicable)
Please describe how the applicant will work in partnership with other entities, including governments (max 300 words)

2.9 Expected results of the project
Please explain what the expected results of the proposed project will be on the situation of end-beneficiaries; provide information on how the differing needs of women and men have been addressed (max 400 words)

Please explain what the expected results of the proposed project will be on the situation of end-beneficiaries; provide information on how the differing needs of women and men have been addressed (max 400 words)

[illegible]

PROJECT PROPOSAL BUDGET

This budget proposal is an input-based budget, describing all direct costs by nature. Please make sure that the budget aligns with the information provided in the proposal and workplan.

Name of Applicant							
Location							
Project title							

	Description	Unit	Quantity				
	Please insert a separate row for each cost adding more rows as needed	Please select: Month Item Lump sum	(e.g. if the unit is "month" and the cost is budgeted for 6 months, No of units=6)				
1.	1101 Staff and other personnel costs Costs for staff who will contribute directly to the implementation of the project. Please use the 'description' column to specify the staff role against which costs are allocated and the proportion of full time that will be contributed (e.g. Project Manager 50%)						
	Sub Total						
2.	1102 Travel Costs Staff and beneficiary travel that is necessary to the direct implementation of the project						
	Sub Total						
3.	1103 Equipment and Furniture Purchase of items that are necessary to the direct implementation of the project						
	Sub Total						
4.	1104 Contractual Services Costs for services delivered under contract by other entities that are necessary to the direct implementation of the project						
	Sub Total						
5.	1105 Supplies, Commodities, Materials Purchase of items that are necessary to the direct implementation of the project						
	Sub Total						

6.	1106 General Operating and Other Direct Costs General operating costs necessary to the direct implementation of the project . Please include audit and administrative costs under this heading					
	Sub Total					
	Total					

= grant amount requested

* Please note that administrative costs should equate to no more than 10 per cent of the grant amount requested



CERTIFICATION

I, the undersigned, certify that the information provided in this application above is true, accurate and prepared with the consent of all parties involved. In addition, Applicant name makes the following assertions to the best of our knowledge.

- 1. **Applicant name** is not associated with a company or individual prohibited from being engaged in procurement by any of the organisations within the United Nations system.
- 2. **Applicant name** is not currently ineligible, removed or suspended by any of the Organizations within the United Nations system and World Bank Group.
- 3. **Applicant name** is not under formal investigation, nor has been sanctioned within the preceding three (3) years by any national authority of a united Nations Member State for engaging or having engaged in proscribed practices, including but not limited to: corruption, fraud, coercion, collusion, obstruction, or any other unethical practice.
- 4. **Applicant name** has not declared bankruptcy, is not involved in bankruptcy or receivership proceedings, and there is no judgement or pending legal action against them that could impair their operations in the foreseeable future.
- 5. **Applicant name** does not have any legal proceedings against or disputes with a UN entity
- 6. **Applicant name** undertakes not to engage in proscribed practices (including but not limited to: corruption, fraud, coercion, collusion, obstruction, or any other unethical practice), with any of the organizations within the United Nations system, World Bank Group or any other party, and to conduct business in a manner that averts any financial, operational, reputational or other unique risk to the Organization(s) within the United Nations system and the World Bank Group.
- 7. In the case that the situation of **Applicant name** changes with regard to any of the statements listed above, after having been included in the United Nations Global Partner System, **Applicant name** shall immediately inform the United Nations Global Partner System thereof. **Applicant name** understands that non-compliance with this requirement will automatically be rendered ineligible.

Authorised official

Name:
Functional Title:
Institution/ Department / Section:

Signature:----- Date:-----

Notes



Supported By:

Hindustan Latex Family Planning Promotional Trust

B-14A, IInd Floor, Sector-62, Gautam Budh Nagar, Noida,

Uttar Pradesh - 201307

Contact: 120 - 4673600, Email: info@hlfppt.org

Disclaimer:

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