



**Women's Fund Fiji**

# **Grants Manual**

**Version 2.0**

**May 2026**



## REVISION HISTORY

The effectiveness of the Grants Manual relies on the ability to adapt to changing circumstances. This Manual is therefore subject to review and revision to ensure its continued accuracy, relevance, and alignment with best practices and the Fund’s internal governance standards.

### Policy and Procedure Approval and Application

This document contains both policy and procedural components. Policy content establishes the principles and strategic direction of Women’s Fund Fiji (WFF) and requires approval by the Governing Body.

This policy will be reviewed in full **annually** by the relevant sub-committee and the Governing Body.

### Version Control

Version	Adopted by (Title)	Approval Date	Description of Change	Effective Date
1	Governance Board	2021	Initial policy document	2021
2	Governing Body / Grants Committee	April 2026	Full review and updates in various sections, including formatting	May 2026

## CONTENTS

Revision History	2
Contents	3
Acronyms Index	4
Definitions And Interpretations	4
1. Executive Summary	5
2. Eligibility Criteria	10
3. Types Of Grants	13
4. Grants-Making Process	14
5. Grant Management	17
6. Financial Management	20
7. Sub-Grants	22
8. Procurement Procedures For Grantee Partners	23
9. Conflict Resolution	23
10. Reports And Timelines	23
11. Exit Interviews	24
Appendix 1: WFF Proposal Form	25
Appendix 2: Due Diligence Checklist	35
Appendix 3: Expression Of Interest Form Resilience Grants	41
Appendix 4: Proposal Screening And Colour-Coding Criteria (Green / Amber / Red)	45
Appendix 5: Grants Committee Proposal Assessment Form	46

## ACRONYMS INDEX

AI&P	Influencing Aid and Philanthropy
CJ&HA	Climate Justice and Humanitarian Action
DDA	Due Diligence Assessment
ED	Executive Director
EVAWG	Eliminating Violence Against Women and Girls
GP	Grantee Partner
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex
MEARL	Monitoring, Evaluation, Accountability, Research, and Learning
MP	Media Partner
OPD	Organisation of Persons with Disabilities
SPM	Senior Program Manager
STA	Short-Term Advisor
WCC	Women's Coalitions for Change
WEE	Women's Economic Empowerment
WFF	Women's Fund Fiji
WLDM	Women's Leadership and Decision Making

## DEFINITIONS AND INTERPRETATIONS

In this manual the following are to be read as definitions and interpretations:

Term	Definition
Amendment	A formal change to the grant agreement, work plan, or budget, requiring approval before implementation.
Due Diligence	An appraisal of an organisation prior to signing a grant agreement to ensure the organisation will maintain a certain standard of care.
Expression of Interest (EOI)	A preliminary application submitted by organisations seeking funding, outlining their strategies, priorities, and programs.
Feminist	Embodying an ideology and approach that promotes transformative agency, autonomy, leadership, and decision-making for diverse women, girls, and gender non-conforming people.
Grant Agreement	The formal contract outlining the roles, responsibilities, reporting duties, and payments between the Fund and the grantee partner.
Grant Call	The process by which grant opportunities are initiated and communicated to potential applicants. The timing and nature of grant calls will be guided by the Fund's strategic plan and budget, ensuring alignment with the Fund's objectives and available resources. Grant calls are intended to meet strategic objectives, inform potential applicants, and manage expectations effectively.

Term	Definition
Grants Committee	The committee responsible for assessing and selecting proposals for funding and/or technical assistance allocation.
Grantee Partner (GP)	Women's groups, organisations, or networks that have received grants from the Fund.
Monitoring, Evaluation, Accountability, Research, and Learning (MEARL)	The framework and processes used to track progress, effectiveness, efficiency, impact, and sustainability of grants and Fund management.
Movement Building Grant	Funding to support activities that contribute to movement-building for gender equality in Fiji.
Proposal	A detailed application submitted by eligible organisations, including project details, budget, monitoring and evaluation plans, and capacity development needs.
Resilience Grant	Funding to support crisis management or recovery activities for current and former grantee partners.
Sub-grant	A grant provided by a larger organisation to smaller women's groups, organisations, or networks, subject to due diligence and capacity assessment.
Sustainability Grant	Funding provided for programs and projects that enhance gender equality in Fiji, available for core costs and long-term activities.
Women and girls in all their diversity	As described in the Pacific Feminist Forum Charter (2016), diverse women includes lesbians, bisexuals, trans people, intersex people, fa'afafine, leiti, and other non-heteronormative Pacific identities, heterosexual women, women with physical disabilities, women with psychosocial disabilities, sex workers, women living with HIV or AIDS, women living in rural and remote areas, girls, young women, older women, women in sports and creative industries.

## 1 EXECUTIVE SUMMARY

Women's Fund Fiji (WFF) is an empathetic and adaptive feminist fund working to influence and mobilise financial and non-financial resources for feminist and women's rights organisations and movements so they can progress the human rights of women and girls in all their diversity, including gender non-conforming people in Fiji.

WFF is interconnected with its committee members and partners to support transformative social change. To ensure sustainability, the Fund secures financial and non-financial support from global feminist and women's funds, private sector investors, local philanthropists and bilateral and multilateral donors. The Fund creates spaces for dialogue that bring out diverse voices to inform our work.

Registered under Fiji's Charitable Trusts Act, WFF operates in line with a Strategic Plan 2025 to 2028. The Strategic Plan builds on our pioneering work in building the capacity of women's organisations, networks and groups in Fiji to enhance their work on women's empowerment and gender equality, as well as disability and social inclusion.

## 1.1 Policy Statement

Women's Fund Fiji (WFF) is committed to advancing gender equality and the human rights of women and girls in all their diversity, including gender non-conforming people in Fiji. This Grants Manual establishes the principles, policies, and procedures for the transparent, equitable, and effective administration of grants.

## 1.2. Guiding Principles

- 1.2.1. Transparency & Accountability - All grant processes are open, documented, and subject to review. WFF is accountable to its Grantee Partners (GP), the communities it serves, its funders, and its own governance bodies.
- 1.2.2. Equity & Inclusion - All eligible applicants are treated fairly, with a focus on women and girls in all their diversity.
- 1.2.3. Clarity & Confidentiality - All standards and duties are set out in this manual and related policies, ensuring clarity for all participants in the grants process. Sensitive information is protected, and confidentiality is maintained throughout all grant processes.
- 1.2.4. Social & Environmental Responsibility - All activities must align with WFF's feminist values and contribute positively to society and the environment, upholding ethical standards and safeguarding human rights.
- 1.2.5. Declaration of Conflicts of Interest - All parties must declare and manage conflicts transparently to ensure fairness and trust in the grant process.

## 1.3. Due Diligence Assessment

Due diligence is an appraisal of an organisation conducted prior to submission of proposals to the Grants Committee and before signing a Grant Agreement. Its purpose is to assess an organisation's ability to meet minimum standards of governance, financial management, and accountability. All documents and information provided by applicants during the DDA process are treated as confidential.

There are two parts to the DDA:

- Capacity and systems assessment

Assessment of the organisation's operational systems, including governance, financial management, human resources, and risk management is held to identify areas that may require strengthening. The due diligence checklist is the tool used to support collaborative discussions with partners about system improvements and capacity-building needs.

- Risk and financial management assurance

This assessment is held to determine the organisation's capacity to responsibly manage, spend, and report on grant funds in line with donor and WFF requirements. The DDA also informs the identification of any risks and the development of proportionate risk-mitigation measures.

These two parts are linked, and WFF intends them to be beneficial to both parties. The Due Diligence Assessment is valid for two years.

## 1.4. Vision, Mission and Values

### VISION

An agent of change influencing the flow of resources to diverse women and girls in all their diversity, including gender non-conforming people in Fiji.

### MISSION

The Fund is an empathetic and adaptive feminist fund that influences and mobilises financial and non-financial resources for feminist and women's rights organisations and movement, and our grantee partners, to progress the human rights of diverse women, girls, and gender non-conforming people in Fiji.

### VALUES

#### **Feminist**

The Fund is feminist. The Fund promotes transformative agency, autonomy, leadership, and decision-making. The Fund is committed to supporting approaches that advance the rights of diverse women, girls, and gender non-conforming people. The Fund practices rights-based approaches, substantive equality, non-discrimination, intersectional and transformative approaches.

#### **Flexible and Adaptable**

The Fund is responsive to shifting contexts and circumstances. The Fund is willing to examine the value of strategic opportunities to meet the needs of our partners.

#### **Accountable**

The Fund is accountable to ourselves and to the community of people the Fund work with, including our grantee partners, funders and the women's and human rights movements. The Fund is committed to being accountable by appraising and communicating the outcomes of our grant making and sharing our learnings.

#### **Transparent**

The Fund strive to be transparent in the way the Fund conduct our grant making, resource mobilisation, communications, administrative and governance processes, without compromising on the confidentiality and safety of our grantee partners.

#### **Inclusive**

The Fund empathetically embraces diversity and is inclusive. The Fund is committed to actively promoting, respecting, and supporting the rights of the most marginalised and oppressed communities of diverse women, girls, and gender non-conforming people in Fiji.

#### **Collaborative**

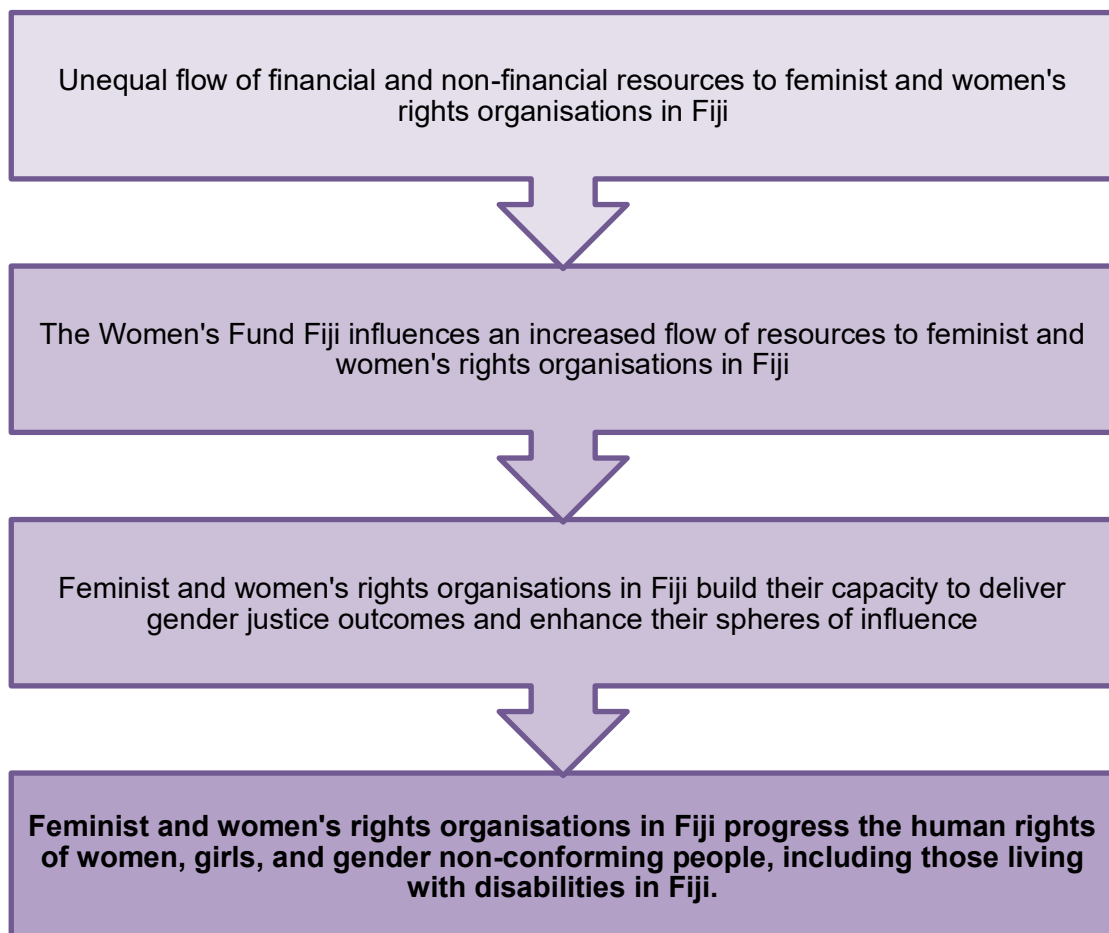
The Fund believes in the power of social movements. The Fund is committed to forging collaborative partnerships with the community of people the Fund works with, including our grantee partners, funders, and allies to achieve shared goals.

## 1.5. Theory of Change

The Fund's theory of change is that when the Fund:

- 1.5.1. Directly funds and builds the capacity of feminist and women's rights organisations and movements in Fiji to deliver gender justice outcomes and enhance their spheres of influence;
- 1.5.2. Influences and mobilises financial and non-financial resources from diverse funding sources to support feminist and women's rights organisations and movements working to enhance women's human rights in Fiji;
- 1.5.3. Builds our governance and operational capacity to establish ourselves as an empathetic and adaptive fund that is responsive to the needs of Fiji feminist and women's rights organisations and movements.
- 1.5.4. Then there will be a more equal flow of financial and non-financial resources from donors, funders, power holders and decision makers to feminist and women's organisations and movements in Fiji. This, in turn, will mean that feminist and women's rights organisations and movements can progress the human rights of women, girls, and gender non-conforming people in Fiji.

The theory of change is depicted in the diagram below.



## 1.6. Governance Structure

The Women's Fund Fiji (WFF) operates with a governance structure designed to ensure transparency, accountability, and alignment with its mission. Each governance body and role has distinct responsibilities that collectively support effective grant making and organisational integrity.

Key roles are:

- 1.6.1. Grants Committee - An independent body, responsible for the transparent and impartial assessment and selection of grant proposals. The Committee applies WFF's eligibility and assessment criteria, manages potential conflicts of interest, and ensures that funding decisions are fair and aligned with WFF's priorities. Refer Section 1.7 for detailed Terms of Reference and composition.
- 1.6.2. Executive Director - Acts as the custodian of all WFF policies and procedures, ensuring their integrity and alignment with organisational requirements. The Executive Director provides leadership for day-to-day operations, oversees implementation of the Governing Body decisions, and represents WFF to external stakeholders.
- 1.6.3. Senior Program Manager - Managing program initiatives, overseeing grants and funding opportunities, ensuring compliance with donor requirements, developing capacity building activities for the GP.
- 1.6.4. Finance and Operations Manager - Oversees financial management, compliance, and operational processes. This role ensures that all financial activities are conducted with integrity, that resources are used efficiently, and that WFF complies with all relevant laws, regulations, and donor requirements.
- 1.6.5. Finance and Administration Officer - Conducts Due Diligence Assessments for identified Grantee Partners in accordance with the WFF's approved processes. Supports the integration of due diligence findings into grant management and decision-making.
- 1.6.6. Program Officers - Manage the day-to-day administration of grants, provide support to grantee partners, and monitor project progress. Program Officers serve as the primary point of contact for grantees, facilitate capacity-building, and ensure timely and accurate reporting.

## 1.7. Grants Committee

### 1.7.1. Establishment and Purpose:

A Grants Committee is established as a standing committee of Women's Fund Fiji (WFF) in accordance with the Trust Deed.

The Grants Committee is responsible for receiving grant applications, scoring them according to the criteria, and making decisions to award grants. The Grants Committee assesses applications against the Proposal Assessment Form (Appendix 5). All grant decisions are endorsed by the Governing Body for each grant call.

### 1.7.2. Responsibilities of the Grants Committee:

Grant Committee members are required to undertake the following tasks:

- Meet as required to provide technical assessment of expressions of interest and proposals in response to calls for funding;
- Familiarise themselves with the Grants Manual;

- Assess and select proposals for funding and technical assistance;
- Declare conflicts of interest to the Committee;
- Provide feedback to the Senior Program Manager on the grantee portfolio and provide advice on opportunities or shifts required to assist the Fund to fulfil its mission and vision; and
- Conduct analysis on each grant call and provide a summary of this analysis as feedback to the Governing Body and donors as rationale for the design of the next grant call.

### 1.7.3. **Composition:**

The Grants Committee is comprised of:

- One representative from the Governing Body;
- One external representative from the women's movement; and
- Two representatives with experience of the following:
  - Private sector,
  - Civil Society,
  - Risk management and due diligence, Human rights sector,
  - Disability Inclusion community,
  - Lesbian, Gay, Bisexual, Transgender, Queer and Intersex (LGBTQI) community, and
  - Rural and/or remote communities working on women's empowerment.

No donor will serve on the Grants Committee; instead, a comprehensive reporting process will be implemented to keep all donors informed about grant-making activities.

### 1.7.4. **Membership Review and Delegation:**

The membership of the Grants Committee will be reviewed every two years. Members cannot delegate meeting attendance or other Grants Committee business to other persons.

## 2. **ELIGIBILITY CRITERIA**

### 2.1. **Eligible applicants and activities:**

#### 2.1.1. **Work from a women's rights and feminist perspective.**

- 2.1.2. **Promote diverse women's<sup>1</sup> rights as their primary mission.** Consideration will be given to organisations that do not specifically focus on gender but have women-focused projects and may occasionally receive support from the WFF if they work with particularly marginalised groups: for example, women within groups of people with disabilities or women within LGBTQI organisations.

2.1.3. **Be governed and led by diverse women.** Diverse women must fill 70% of leadership roles at the various decision-making levels/roles of the organisation (including but not limited to senior decision-making roles).

2.1.4. **Focus on one or more of the Fund's thematic areas:**

- Women's Economic Empowerment (WEE);
- Elimination of Violence against Women and Girls (EVAWG);
- Women's Coalitions for Change (WCC);
- Women's Leadership and Decision-making (WLDM).
- Climate Justice and Humanitarian Action (CJHA).

2.1.5. **Evidence of organisational status**, confirming that the applicant is either an Established Organisation or an Emerging Group.

- Established Organisations are registered entities and may provide evidence of formal registration (e.g. under the Charitable Trusts Act, as a limited liability company, or through a relevant government ministry or department).
- Applicants that are not registered will be considered Emerging Groups, defined as community-initiated groups, networks, associations, or clubs that may have minimal or informal governance structures. These groups will be required to provide a letter of reference from any organisation or Ministries that they have worked with confirming that they are actively undertaking community initiatives. They need to be registered with the MWCPA & have been active for at least one year.

2.1.6. Functional financial, administrative, and decision-making structures in line with good governance and adherence to democratic principles.

2.1.7. Established organisations should have previous experience managing donor funds.

2.1.8. Demonstrated commitment to building or contributing to collaborative action such as previous engagement with the women's movement or in joint activities.

2.1.9. Programs or projects which have a desired contribution to wider change such as through networking, sharing of lessons and experience, policy related advocacy, use of popular culture or media.

2.1.10. Focus on capacity development or advocacy with remote, rural or other marginalised women's groups, organisations and networks.

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<sup>1</sup> The definition of diverse women is adopted from the Pacific Feminist Forum Charter (2016) and refers to lesbians, bisexual, trans people, intersex people, fa'afafine, leiti, and other non-heteronormative Pacific identities, heterosexual women, women with physical and/or psychosocial disabilities, sex workers, women living with HIV or AID, women living in rural and remote places, girls, young women, older women, women in sports and creative industries.

## 2.2. Ineligible Activities and Expenses

WFF will not fund activities or costs that are inconsistent with its mission, values, and grant making priorities, including the following:

- 2.2.1. Religious or political activities, i.e., grantee partners must maintain a non-religious<sup>2</sup> non-political<sup>3</sup>, neutral approach and not support activities by partisan political organisations. Activities/ organisations that have a significant component of professional salaries at Australian or expatriate rates<sup>4</sup>.
- 2.2.2. Infrastructure projects (e.g., community halls, resource centres, roads, or water supplies<sup>5</sup>) or activities/ organisations primarily focused on the provision of infrastructure, equipment, freight<sup>6</sup>, or construction / renovation of buildings.
- 2.2.3. Fundraising, donations or prizes.
- 2.2.4. Repayment of loans or bank overdrafts.
- 2.2.5. Retroactive funding (expenses already paid).
- 2.2.6. Purchase of assets such as vehicles or boats, unless specifically approved as essential (for the success of the activity).
- 2.2.7. Activities contrary to the interests of the Fund.
- 2.2.8. Grants will not be paid to organisations with proven terrorist activities or links to terrorist organisations.

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<sup>2</sup> Religious activities include the evangelism or missionary outreach.

<sup>3</sup> Political activities include direct or indirect interventions in electoral, or party based political activities such as election campaigns, election processes, supporting or opposing a political candidate during elections and contributions to a political party or individual candidate's fund (even if independent).

<sup>4</sup> This would unduly influence the labour market and would affect the sustainability of the activity.

<sup>5</sup> From the design mission, it was clear that water and sanitation infrastructure remains a pressing need in several areas. As the Fund, will not have the technical expertise to support such construction, the approach will be to link women's groups with those who do have the capacity. There were also several requests for resource centres and community halls during the design mission, but it was apparent that a number of these have been constructed and are largely unused due to tensions in the community. It is not feasible or desirable to undertake such construction for all small groups.

<sup>6</sup> Freight refers to the costs associated with transporting goods, equipment, or materials. The Fund does not support projects primarily focused on freight or shipping, as these expenses are often significant and may not directly contribute to the core objectives of women's empowerment or gender equality. Where freight is essential for a project's success, it must be clearly justified and approved as part of the project proposal.

### 3. TYPES OF GRANTS

There are three (3) types of grants:

GRANTS	SHORT DESCRIPTION	MAXIMUM FUNDING
<b>Sustainability Grants</b>	Support programs and projects that will help enhance gender equality in Fiji as well as operating costs.	FJD 150,000 per year.
<b>Movement Building Grants</b>	Support organising and participation in movement-building activities that will contribute towards gender equality in Fiji.	FJD 100,000 per year
<b>Resilience Grants</b>	A grant designed to support crisis management and recovery efforts. Open to only WFF's current and former grantee partners.	FJD 50,000 per year

#### 3.1. Sustainability Grants

Grants that are used to support programs and projects that enhance gender equality in Fiji. The scope and timeline of these projects can be determined by the intended short-term and long-term outcomes of the program or project. These grants will be available for core costs and long-term activities for registered and unregistered organisations. An allocated amount will be available all year around, for emergency situations to support organisations in crisis, particularly in their ability to sustain themselves.

Grantee partners can include small, emerging, rural-based organisations with no prior donor experience, as well as established, registered organisations with previous grant experience.

#### 3.2. Movement Building Grants

Movement Building Grants support the organisation or participation in any activity or initiative that collectively connects, strengthens, and empowers women, women-led groups, and communities to work together towards achieving gender equality in Fiji.

Grants are provided for women's groups and organisations to:

- Organise an event that contributes towards movement-building for gender equality; or
- Participate in a local, regional, or international event that enhances their ability to achieve the long-term goals of their group or organisation; or
- Access resources as a group or to support an individual member of their organisation. The applicant will have to demonstrate how participation will directly contribute to the organisation's promotion of gender equality. These activities should contribute towards key national, regional and international convening's for example Commission on the Status of Women, Beijing Platform for Action conferences, Convention on the Rights of Persons with Disabilities, Pacific Islands Forum Secretariat Leaders meetings, etc.

#### 3.3. Resilience Grants

Resilience grants support crisis activities in the initial or the recovery period of sudden onset crises. These grants are only open to the Fund's current and former grantee partners. Resilience grants are available all year around to support GPs build community resilience. The Fund Program Team including the Senior Program Manager, Program Officers, MEARL Coordinator and Executive Director will assess the Proposal. The Fund will have a rotating panel from the Grants Committee, sister funds or the women's movement to provide independent feedback on proposals.

## 4. GRANTS-MAKING PROCESS

### 4.1. Detailed Process for Sustainability & Movement Building Grants

#### **Step 1: Grants Strategy**

The Grants Strategy is an internal document that guides the implementation of the grants making process, outlining the funds available from each donor and the grant types.

The Grants Strategy is submitted to the Grants Committee for approval and then to the Governing Body for information.

#### **Step 2: Grants Call and Information Sessions**

WFF issues a call for proposals (Grants Call) via advertisements on mainstream media and other media channels. The Grants Call will specify the grant closure date and time by which all grant applications must be submitted for consideration. After this date, no new applications will be accepted. To support applicants, the Fund also hosts information sessions about the grant opportunity.

#### **Step 3: Proposal Submission**

Applicants are invited, during the Grants Call, to submit a Proposal with supporting documents. The Proposal must include the following details:

- Project details
- Crosscutting themes
- Monitoring and evaluation framework
- Financial management
- Work plan and detailed budget
- Capacity development support
- Risk management plan.

The Fund will provide support to develop proposals as needed. Budgets should reflect actual costs related to the delivery of the proposed program and can cover overheads, program activities, staff costs, travel, training and capacity development and visibility and communications activities.

#### **Step 4: Proposal Assessment**

At the close of the Grants call, the WFF Team performs an initial review of all submitted proposals against the Eligibility Criteria (in section 2) and rates each application as follows:

- **Green:** (Proceed for further assessment) – meets all eligibility criteria, strong proposal, and is recommended to Grants Committee for approval.
- **Amber:** (Hold) - weak proposal and does not fully meet all the eligibility criteria
- **Red** (Reject) - does not meet criteria, weak proposal, and ineligible

The team will then separate the Green-coded applications into Grant Type A, B or C and request further documentation from applicant (refer appendix 4). Grant Classification for Sustainability & Movement Building Grants is detailed in the table below:

TYPE	ELIGIBILITY	FUNDING RANGE
<b>TYPE A</b>	Established organisations with a strong track record in managing donor funds.	FJ\$150,000 – FJ\$450,000 Note: Maximum funding is FJD 150,000 per year.
<b>TYPE B</b>	Mid-level organisations with some experience in handling smaller-scale grants.	FJ\$50,000 – FJ\$150,000
<b>TYPE C</b>	New or unestablished organisations.	Up to FJ\$50,000

**Step 5: Due Diligence Assessment (DDA)**

A DDA must be conducted for all applications coded Green, unless a valid DDA has been completed within the previous two (2) years.

Where a valid DDA exists, it may be relied upon, subject to confirmation that there have been no material changes to the organisation’s governance, financial management systems, or risk profile.

The **DDA Checklist** (Appendix 2) must be used for all assessments. Detailed steps:

<b>Step 5.1:</b> Confirm DDA Requirement:	<ul style="list-style-type: none"> <li>The Finance team confirms whether a valid DDA has been completed within the previous two years.</li> <li>If no valid DDA exists, or if material changes have occurred, a new DDA must be undertaken.</li> </ul>
<b>Step 5.2:</b> Request and Review Documentation	<ul style="list-style-type: none"> <li>The Finance team requests the required documentation from the applicant in accordance with the DDA Checklist.</li> <li>All documentation provided by the applicant must be treated as confidential.</li> <li>The Finance team reviews submitted documents prior to any meetings or site visits.</li> </ul>
<b>Step 5.3:</b> Conduct the Due Diligence Assessment	<ul style="list-style-type: none"> <li>The DDA is conducted by the Finance team using the approved DDA Checklist (refer Appendix 2).</li> <li>The assessment focuses on the organisation’s:               <ul style="list-style-type: none"> <li>– governance and decision-making structures;</li> <li>– financial management systems and internal controls;</li> <li>– human resources and operational capacity;</li> <li>– risk management arrangements; and</li> <li>– capacity to manage, spend, and report on grant funds in line with WFF and donor requirements.</li> </ul> </li> <li>Where appropriate, the assessment may include meetings with organisational leadership, finance staff, or other relevant personnel, and/or site visits.</li> </ul>
<b>Step 5.4:</b> Identify Capacity Support and Risk Mitigation Measures	<ul style="list-style-type: none"> <li>Based on the assessment findings, the Finance team identifies:               <ul style="list-style-type: none"> <li>– areas requiring capacity strengthening or technical support; and</li> <li>– any financial, operational, or compliance risks.</li> </ul> </li> <li>Proportionate risk-mitigation measures and capacity-building actions are documented and discussed with the applicant.</li> </ul>

<p><b>Step 5.5:</b> Document and Approve DDA Outcomes</p>	<ul style="list-style-type: none"> <li>• The completed DDA Checklist, including findings, recommendations, and any agreed risk-mitigation or capacity-building measures, is formally documented.</li> <li>• The DDA outcome is reviewed and endorsed by the Senior Program Manager.</li> </ul>
<p><b>Step 5.6:</b> Progression to Grants Committee</p>	<ul style="list-style-type: none"> <li>• Only applications that have successfully completed the DDA process may proceed to the Grants Committee for consideration.</li> <li>• Any conditions attached to the grant approval arising from the DDA must be clearly documented and reflected in the Grant Agreement.</li> </ul>

**Step 6: Grants Committee Review and Approval**

Once due diligence is completed (where required), the team must submit all eligible proposals to the Grants Committee.

The Grants Committee must:

- review proposals against the Proposal Assessment Form (refer Appendix5),
- assess sustainability and movement-building grants as a full committee, and
- formulate funding recommendations.

The Grants Committee review process must be completed within one month of submission.

**Step 7: Awarding**

Once proposals are approved, WFF must notify successful applicants and prepare the grant agreement. The Fund team will liaise with the grantee partner to plan for relevant capacity development support and finalise the grant agreement.

**Step 8: Grantee partner Orientation**

The Grantee partners of the Fund are required to participate in an orientation workshop to ensure that they understand their obligations under the agreement. The orientation allows the grantee partners to begin networking with each other. This building of relationships will continue each year when all active and inactive grantee partners are invited to an Annual Reflections Workshop to link and learn with the current cohort of WFF grantee partners.

**Step 9: Public announcement**

WFF organises a grant launch in which the grantee partners are officially announced. The event allows grantees to meet donors, stakeholders such as government line ministries, civil society representatives and service providers, that are crucial agencies in supporting grantees with implementation.

A period of five months is anticipated for the entire process.

**4.2. Resilience Grant Process**

- 4.2.1. The EOI must include, at a minimum the project details, cross-cutting themes, monitoring and evaluation framework, financial management information, work plan and detailed budget, capacity development support needs, and a risk management plan.

- 4.2.2. Program team (led by the SPM) screens all EOIs against the Eligibility Criteria (section 3).
- 4.2.3. All eligible EOIs shall be submitted to the rotating Grants Committee member or a member of the Feminist sister Fund.
- 4.2.4. The designated member shall review and determine approval or rejections of EOI against the Proposal Assessment Form (refer Appendix 5).
- 4.2.5. Once EOIs are approved, WFF must notify successful applicants, prepare the grant agreement, and plan any agreed capacity development support.
- 4.2.6. Before signing the Grant Agreement, the team must ensure that each grantee completes a Grant Agreement Orientation covering key obligations.

## 5. GRANT MANAGEMENT

### 5.1. Grant Agreement

The grant agreement outlines reporting duties and payments and defines the roles and responsibilities of the grantee and of the Fund.

- 5.1.1. The grantee partners are responsible for the efficient and effective implementation of the funded projects. These responsibilities include:
  - providing suitably qualified and experienced staff to implement the project effectively.
  - developing and implementing a project work plan and a monitoring and evaluation plan.
  - developing and implementing a risk management framework and ensuring that the Fund team is updated on any risks to the project.
  - providing project baseline information (where available) and ongoing monitoring of identified objectives, activities and results.
  - ensuring the visibility and acknowledgement of relevant donors and adhering to visibility requirements of such donors<sup>7</sup>;
  - receiving prior written approval for any press, media or other announcements or releases relating to the project.
  - ensuring that equipment is purchased in line with the Fund's procurement guidelines as outlined in the Fund's Operations and Finance Manual.
  - ensuring that expenditure is in line with the approved budget and maintaining proper financial records<sup>8</sup>;
  - managing the project budget and preparing financial reports as required by the Fund.
  - arranging independent external audits as required by the Fund<sup>9</sup>; and
  - preparing progress and completion narrative and financial reports using templates provided by the Fund and submitting them via email and/or hard copy in line with timelines specified in each grantee's grant agreement.

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<sup>7</sup> For further information, please refer to <http://dfat.gov.au/about-us/corporate/Pages/logos-and-style-guides.aspx#aid-logo>

<sup>8</sup> Changes greater than 10 per cent between budget lines will require an amendment, and significant changes to the work plan will similarly require amendment even if they do not impact on the budget, as they may affect the outcomes of the program.

<sup>9</sup> Where an organisation does not have the capacity to complete routine external audits, these audits may be included in the grant budget as directed by the Grants Committee or a member of the Fund management team may conduct the audit.

5.1.2. The WFF team is responsible for providing adequate and flexible support to grantee partners. These responsibilities include:

- Assisting in the use of reporting templates and providing monitoring and evaluation support as required. This could involve assistance in developing a monitoring and evaluation plan, identifying appropriate approaches and tools for monitoring, collection and analysis of quantitative and qualitative data, and designing and conducting evaluations.
- Providing opportunities for women's groups, organisations and networks to share stories of change and lessons learned through peer learning activities.
- Providing, via the Capacity Development Strategy, tailored support in financial management, gender equality and social inclusion training and other relevant support including communication, governance and monitoring and evaluation.
- Monitoring the implementation of grantee partners projects by conducting field monitoring visits.

## 5.2. Amendments

**The Fund allows for amendments to the original proposal submitted by grantee partners.** It is possible that during the term<sup>10</sup> of the grant agreement, grantee partners will realise that the work plan or budget may need to change to respond to changing circumstances. These circumstances might include, for example, increased costs of certain activities, or changed numbers of participants. Additionally, the context at the community level may change and new needs may be identified by the grantee. As long as these changes are in line with the overall objective(s) of the grant and do not exceed the total grant amount, an application must be made in writing to the Fund management.

Amendments can also include changes to the grant agreement period where an extension (costed or no cost) to the agreement end date is required.

5.2.1. Process of seeking amendments:

The grantee advises the Fund **before** a change is made.

Once the Fund team is notified, the Program Officers will work with the grantee to implement the appropriate variation measure.

Both the grantee partner and the Fund should agree to and sign Amendments to commence implementing a change.

5.2.2. Note: The grant agreement makes this explicit:

- Changes within the upper limit of each budget line and up to 10% between budget lines can be accepted without the need to amend the Grant; however, WFF must be notified.
- Changes greater than 10% between budget lines and/or significant changes to the work plan will require amendment, even if they do not impact the budget, as they may affect the outcomes of the program.

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<sup>10</sup> Total length of time (often measured in months) between start and finish date of the grant agreement

### 5.3. Termination of Grant Agreements

According to the grant agreement, the Fund may terminate a grant agreement at any time, if the grantee:

- Breaches the agreement;
- Becomes financially unable to fulfil its obligations;
- Is wound up by resolution or an order of the court;
- Ceases to carry out activities;
- Ceases to hold any licence, qualification, approval, authority, or consent required to comply with its obligations;
- Is listed on a World Bank List or relevant list;
- Is convicted of an offence.
- Please refer to the grant agreement for full termination clauses, including Termination by Notice and Termination by Convenience.

### 5.4. Monitoring, Evaluation, Accountability, Research and Learning System

5.4.1. WFF's MEARL Framework has two levels:

- a. **Fund level:** this involves tracking the relevance, effectiveness, efficiency, impact and sustainability of the Fund and fund management. It is based on the Fund's theory of change and Fund Evaluation and Learning Inquiry Questions; and
- b. **Grantee Partner level:** this involves tracking progress with individual grantee partners and the progress of their grants.

5.4.2. WFF will use the following key MEARL questions to track the progress of grantee partners:

a. **Effectiveness**

- How well are the grantee partner activities progressing towards intended outcomes?
- How well is the organisation influencing decision-making in local spaces and being recognised by their communities as change agents?

b. **Efficiency**

- How well are grantee partners managing their grant in relation to their workplan and budget?

c. **Sustainability**

- How well has the grantee partner organisation developed its capacity due to Fund support?
- How well has the organisation developed its networks due to Fund support?

- 5.4.3. The Fund's grantee partners will be oriented and given the Fund's MEARL Plan which details the indicators and guiding questions including reporting forms and MEARL tools at the Fund's Grantee Orientation workshop.
- 5.4.4. **Note:** Multiyear projects may be required to undergo a project evaluation at the end of the project. This will be determined by the Grants Committee with advice from the Fund Team during the grant award process. The cost of this evaluation will be factored into the grant agreement budget. The MEARL Coordinator is available to provide support and feedback on the project evaluation process.

## **5.5. Communications**

- 5.5.1. The Fund will assist grantee partners to use communications to effectively promote women's empowerment and gender equality. This will be achieved through a range of tailored capacity development activities, which will be designed and resourced, based on specific needs identified by the grantees. These needs will be identified through various mechanisms, including direct feedback from consultations, as well as grantee needs assessments.<sup>11</sup>
- 5.5.2. Methodologies may include technical advice, support, communications workshops, and mentoring. To ensure the efficient use of resources and avoid unnecessary duplication, the Fund will partner with other organisations, including grantees with strong communication skills as appropriate to deliver capacity development activities.
- 5.5.3. Grantee partners are advised to consult the Fund's Communications Officer when making a press release, media or other announcements on WFF-funded activities. In some instances, the Fund may need to seek prior donor consent to use logos, therefore it is advisable to consult the Fund's Communications Officer at least three days prior to a release.

## **6. FINANCIAL MANAGEMENT**

### **6.1. Financial Management Oversight and Support**

- 6.1.1. As a part of the due diligence assessment, WFF will conduct a financial management system review with each grantee prior to signing the Grant Agreement.
- 6.1.2. Once funds are disbursed, the following requirements apply to support effective financial management and oversight. WFF will:
- provide compulsory training in financial management;
  - provide targeted technical assistance for financial management and reporting;
  - conduct, with the support of the grantee, ad hoc visits to review activities against budget, accounting practices, and recommend actions as necessary; and
  - ensure that grantee partners prepare progress and completion reports during implementation as per grant agreement.

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<sup>11</sup> The Capacity Development Strategy (yet to be finalised) is proposing a process where assessment will be done in a series of ways:

1) grantees self-identifying their capacity development needs;  
2) the Fund identifying the need through assessment of key organisational documents;  
3) the Fund undertaking follow-up meetings / workshop

6.1.3. Budget variations must be managed in accordance with the Amendments provisions. In particular:

- changes across or between budget lines less than 10% require the grantee to notify WFF; and
- changes across or between budget lines above 10% will require prior approval by WFF.

## **6.2. Disbursement and Financial Monitoring**

6.2.1. Different types of grants will require different financial monitoring and reporting; this will be specified in each Grant Agreement. Wherever possible, financial reporting processes will align with the existing processes and systems of the grantee. This will streamline information flows and minimise administrative burdens.

6.2.2. WFF will manage the discharge of funding as per the finalised Grant Agreement. Disbursement of funds will be in tranches and upon the submission and approval of narrative and financial reports by the Senior Program Manager in consultation with the Finance and Operations Manager.

6.2.3. Financial monitoring of grantee partners will vary according to the amount of funds disbursed, the capacity of the grantee organisation; and the nature of the Agreement which has been entered between the Fund and that organisation. The Fund uses Xero as the financial management platform to streamline tracking and reporting.

6.2.4. Where grantee partners are large and established organisations with annual audited accounts, the Fund will accept their annual audited reports as the primary financial reporting mechanism, noting that the grantee should expect to communicate with the Finance and Administration Officer, to clarify any outstanding queries following receipt of the audited report. The Finance and Administration Officer will seek advice of the Finance and Operations Manager in cases where audited annual reports are accepted as the primary financial reporting mechanism.

6.2.5. Smaller organisations, which do not have annual audited accounts, may be assisted by the Finance and Administration Officer to strengthen their financial management systems, and develop a simple reporting process and format.

6.2.6. Any concerns that arise during implementation will be brought to the attention of the Executive Director by the team member monitoring the activity and further action will be taken accordingly. This process will be documented, and the Fund will advise if funds need to be withheld or other actions are to be taken.

## **6.3. Internal Controls of Funds**

6.3.1. For effective management of the disbursed funds, the following procedures will strengthen partners' internal control systems:

- The grantee (whether partners, suppliers, or research entities) must hold a current local bank account in the name of the organisation (i.e., not a personal bank account in the name of an individual<sup>12</sup>).
- The grantee must provide full details of their bank account to the Fund prior to receiving any payments. This information, along with details of tranche payments, will be recorded by the Finance and Administration Officer on the Funds Request

Template which is an attachment to the Grant Agreement. Only upon completion of the Funds Request Template (or equivalent) will authority be given for the tranche payment to be transferred to the approved bank account for the grantee organisation.

- 6.3.2. In some cases, if there are concerns about the organisation's capability to effectively manage funds, recipient organisations will be required to open a separate bank account specifically for operations in line with the grant agreement, prior to funds being disbursed. This will be decided on a case-by-case basis.

#### **6.4. Over-Expenditure**

- 6.4.1. Over-expenditure is not permitted.

Requests for additional funds to the agreed amount will require the approval of the Fund's Grants-Committee and result in an amendment to the grant agreement.

- 6.4.2. If prior approval is not sought, the grantee will be required to use its own funds to cater for the over-expenditure. For the Fund to initiate a cost amendment procedure, the grantee partner is requested to advise the Fund at least 30 days prior to the activity.

#### **6.5. Under-Expenditure**

- 6.5.1. The grantee will need to advise the Programs Officer, under the SPM's guidance for handling under expenditure. The FAO provides guidance and support for any under expenditure activities to the Program Officers.

- 6.5.2. Any significant underspend of a grant should be reported to the Executive Director so that funds can be allocated to another activity subject to alignment with the project's objective. If a grantee has spent less than 80% of the tranche disbursed, the following tranche will not be disbursed until the Fund management team has received a progressive financial report demonstrating expenditure above 80% in line with project or program objectives. Only then will the remaining 20% be disbursed.

## **7. SUB-GRANTS**

- 7.1. Larger organisations that wish to provide sub-grants to smaller women's groups, organisations and networks using the Women's Fund Fiji must address the following:

- Undergo a due diligence assessment to determine organisational capacity to perform sub-granting functions;
- Undertake due diligence assessment of the sub grantee/s to determine organisational capacity;
- Purpose and relevance of the sub grant to the overall proposal.
- Relationship of the organisations;
- Roles and responsibilities of the organisation and the sub grantee.
- Resources and reporting;
- Conditionality of financial disbursement;
- Monitoring and evaluation; and
- Risks and risk management.

## 8. PROCUREMENT PROCEDURES FOR GRANTEE PARTNERS

- 8.1. All procurement undertaken via the Fund – even at the community level – must be consistent with the Fund's Procurement Guidelines observing the core principle of achieving value for money.
- 8.2. Value for Money can be defined as a method or approach for striking a balance between a program's economy, efficiency and effectiveness, comparing the degree to which a project or activity has achieved its intended outcomes against its assessed efficiency in the use of its resources to achieve those outcomes.
- 8.3. Guidelines on Fund Procurement processes are attached to the Grant Agreement. More specific procurement checklists, guidelines and training to support partners undertaking procurement will be provided during the orientation sessions.

## 9. CONFLICT RESOLUTION

- 9.1. **The following conflict management process should be followed when disagreements or issues arise between Fund partners, within partner organisations or between a grantee and a member of the Fund management.** This process can be applied to individuals and groups or organisations. If a complaint is about the relevant Fund personnel, grantee partners are able to bring issues to the next point in the process. For example, if there is an issue with the Program Officer, grantee partners can speak directly to the Executive Director. If there is an issue with the Executive Director, the Grantee can speak directly to the Governing Body. Conflict resolution should only be sought through the Fund if it is directly relevant to Fund support.
- 9.2. **Complaints can be addressed through informal or formal processes.** Informal processes mean that the complaint is either solved between the two parties or is informally mediated by a member of the Fund management team and limited formal written records are maintained about the process. A formal complaint requires consistent and detailed documentation of the process, and any outcomes will be officially documented and followed.
- 9.3. All Fund staff and grantee partners are discouraged from bringing frivolous or vexatious complaints against the Fund. A frivolous complaint is one made without reasonable cause. A vexatious complaint is made with the intent of causing harm, embarrassment, or annoyance, without evidence of any substantive allegation. Fund staff or grantee partners who make vexatious complaints may face disciplinary processes.
- 9.4. **The Fund's conflict management process follows natural justice principles.** This means that both the parties have the right to a fair hearing, with all relevant information will be objectively considered and the rights of all parties protected throughout the process.
- 9.5. **Conflicts within the Grantee Partner.** Conflict resolution/procedure is included as part of the DDA. For any conflicts amongst themselves, they will be guided by their internal policy procedure to achieve a decision. Further information is contained in the Grant agreement.

## 10. REPORTS AND TIMELINES

- 10.1. Tailored reporting templates have been designed to suit the three different grants. All grantee partners are required to use the appropriate reporting template to provide progress and completion financial and narrative reports. Templates will be provided to

grantee partners as part of their orientation pack or can be requested from the Fund's Program Officers.

10.2. Below is a brief description of each report and timelines.

- Progress financial and narrative report which summarise activities implemented with disaggregated data, challenges and lessons learnt and financial expenditure for the reporting period.
- Completion financial and narrative report provides an overall summary of activities implemented with disaggregated data, achievements, challenges and lessons learnt and financial expenditure for the entire grant period.
- Reports are submitted to the Fund, through Program Officers. Reports are due every six months unless otherwise stated in the grant agreement.
- For sustainability grants with a duration longer than two years, an end of project evaluation report is required. An independent evaluation will need to be conducted prior to the closing of the grant. The Fund's MEARL team will provide guidance to grantee partners for the successful completion of the evaluation and submission of the final evaluation report.

## 11. EXIT INTERVIEWS

All grantee partners completing projects must participate in an exit interview for project closure and learning. This requirement extends to grantees transitioning to new agreements to ensure feedback collection and process improvement. The exit interview will be conducted by an external party.

## APPENDIX 1: WFF PROPOSAL FORM

<b>Organisation Name:</b>				
<b>Is your organisation an established one or an emerging (non-established) group?</b>				
<b>Please select one:</b>				
Type	Duration	Indicative Range (FJD)	Expected Recipient Grants	Supporting documents
A	Multi-year, with contribution to core funding <sup>1</sup> .	\$150,000 - \$450,000	Grantees must have previous experience with Donor Funding. Grants will focus on higher capacity and experienced organisations and networks to expand and enhance their work, particularly their roles within and leading the women's movement. Applicants must be nationally registered and/or incorporated non-profit women's organisation working in Fiji.	<ul style="list-style-type: none"> <li>• registration of the organisation</li> <li>• audited accounts of previous two–three financial years</li> <li>• latest annual report</li> <li>• support letter from board / government partner / referee</li> </ul>
B	One year, with contribution to core funding.	\$50,000–150,000	Grantees do not need previous experience with donors but a focus over time will be on support to less established organisations and networks, and those aiming to build their reach and support to rural and remote areas and marginalised groups. Applicants must be nationally registered and/or incorporated non-profit women's organisation working in Fiji.	<ul style="list-style-type: none"> <li>• registration of the organisation</li> <li>• audited accounts of previous financial year</li> <li>• latest annual report</li> <li>• support letter from board / government partner / referee</li> </ul>
C	Less than one year.	\$5,000–50,000	Grantees can be small, emergent, and rurally based organisations who have not previously had experience with donors. Type C will be developmental grants and can include non-financial support. These grants will support capacity development and may be delivered directly by the Fund. Women's organisations, networks or groups without registration will be considered on a case-by-case basis by the Grants Committee in line with broader due diligence processes.	Two support letters from board/ government partner / referee.

<sup>1</sup> Core funding contribution will be appraised on the needs of each women's organisation, network or group. Core funding will contribute towards overhead costs such as salaries of project personnel salaries, including training of personnel pertinent to the successful implementation of the funded project are allocated an equitable proportion. A key basis of the formulation is that the

<b>Project Title:</b>		
<b>Type of Grant applying for:</b>	<p><b>Please select one.</b></p> <ol style="list-style-type: none"> <li><b>Sustainability grant:</b> support programs and projects as well as operating and program costs that will help enhance gender equality in Fiji.</li> <li><b>Movement Building grant:</b> support organising and participation in movement-building activities that will contribute towards achieving gender equality in Fiji.</li> </ol>	
<b>Total Grant Request Amount<sup>2</sup>:</b>		
<b>Project Start Date:</b>		
<b>Project End Date:</b>		
<b>Project Site(s):</b>	<b>Village/Suburb:</b>	
	<b>Province:</b>	
	<b>Division:</b>	
<b>Project objective(s):</b>	<ol style="list-style-type: none"> <li></li> <li></li> <li></li> </ol>	

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Fund will allocate core funding to ensure that the capacities of the applying organisations are supported so that they effectively implement the work.

<sup>2</sup> Total Grant Request Amount: Established organisations can apply for grants between \$20, 000- \$100, 000 FJD; while emerging groups can apply for grants between \$5, 000- \$50, 000 FJD for a 1-year term only.

I declare that the information in this application form truly represents the organisation and our intentions.

**Signature of Head of Organisation:** .....

**Name:** .....

**Title:** .....

**Date:** .....

**About the Organisation**

<b>Please provide background information about your organisation</b>
<b>Mission &amp; Vision:</b>
<b>Description of key Past Achievements:</b>
<b>Current Programs /Projects, target group, and locations:</b>

List the leadership of your group (President, Board, and Management, etc.)		
Name	Position/Title	Gender (Woman/Man/Gender non-conforming/Prefer not to answer)
1.		
2.		
3.		
<i>(you may add more rows to the table above if needed)</i>		

**Briefly describe the decision-making process of your Management or Governing Body, including voting, collective agreement, formal meetings, etc.**

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**List names of the organisations, networks, and /or alliances your group works with. (You may list both current and previous partners.)**

<b>Name of Partner Organisation</b>	<b>Contact Person/Address and contacts</b>	<b>Nature of Collaboration</b>
1		
2		

*(you may add more rows to the table above if needed)*

**Financial Information of the Organisation**

**Does the organisation have a bank account in its name? If answered, please complete the following:**

<b>Name of Bank:</b>	
<b>Address of Bank:</b>	
<b>Bank Account Name:</b>	
<b>Account Number:</b>	

**Write in the table below the Organisation's annual budget for the last two years. Please attach the latest financial audit report of the organisation. (Attachment 1)**

<b>Year</b>	<b>Amount in FJD</b>	<b>Source of funds</b>	<b>Purpose of funding</b>

**Does the organisation have transparent financial and administrative policies? Please provide details such as financial and HR policies.**

*If you are an emerging group and have not yet established these policies, please explain your plans for achieving the Financial and Administrative Policies.*

**About the program**

**Context and Problem Analysis (300 words)**

**Please describe your analysis of the problem, the context, and how this action contributes to the advancement of women and girls' human rights.**

**Program Description (500 words)**

**Please describe your strategies and activities and how each one will help achieve the objectives of your project or program.**

**Please tell us how your project will create change in each of the following areas:**

Area of change	What we mean (in simple terms)	Your response-how does your project do this?
1. Individual/Informal	How will your project help people think or act differently — for example, raising awareness, building confidence, or challenging harmful beliefs?	.....
2. Individual/Informal	How will your project help people gain better access to training, money, jobs, services, or opportunities?	.....
3. Community/Informal	How will your project help change community attitudes or social norms — for example, getting families, leaders, or groups to support gender equality?	.....
4. System/Formal	How will your project connect to bigger systems — such as improving policies, laws, or organisational practices that support women and gender equality?	.....

Please describe any major risks and challenges you expect to encounter and explain how you plan to manage them. Please upload a Risk Assumption Management Plan<sup>3</sup>. (Attachment 2)

**Program Outcomes (200 words)**

**What are the expected outcomes of this project or program?** *Please describe how your proposed intervention will contribute to transformative change (considering the different levels of change, ideological change, institutional change, and systematic change. Examples include the number of new laws or policies introduced or improved, changes in government policy or programs, changes in grantee capacity to reach new audiences or attract funding, changes in social norms or behaviours, etc.*

When it comes to resourcing and supporting the capacity of women’s organisations, networks, and groups in Fiji to expand and enhance their work on human rights and gender justice, the Fund works across five thematic areas which are: **Eliminating violence against women and girls (EVAWG), Women’s Economic Empowerment (WEE), Women’s Leadership and Decision Making (WLDM), Strengthening women’s groups and coalitions for change (WCC), and Climate Justice and Humanitarian Action (CJ&HA).**

For your project, please identify the primary (only one) thematic area that is most relevant to your activities.

Women’s Fund Fiji Thematic Areas	This project will address the thematic area by
1. <b>Eliminating violence against women and girls (EVAWG)</b>	
2. <b>Empowering women through increased economic opportunities (WEE)</b>	
3. <b>Improving women’s participation in leadership and decision-making (WLDM)</b>	

<sup>3</sup> A Risk Assumption Management Plan will include outlining the risk, defining the next steps, specifying the person responsible, and identifying the resources needed to mitigate the risk. The assumption section will involve outlining or describing the assumption, specifying the next steps, identifying the person responsible, and determining the resources needed to prevent the assumption from becoming a reality.

<b>4. Strengthening women's groups and coalitions for change (WCC)</b>	
<b>5. Strengthening Climate Justice and Humanitarian Action (CJ&amp;HA)</b>	

<b>Target Group (200 words)</b>	
<b>Describe your target group for this specific project.</b>	
<b>How many direct beneficiaries do you intend to reach through this project? (Mandatory to complete all fields, especially the Disability numbers.)</b>	
	<b>Total</b>
<b>Women &amp; Girls</b>	
<b>Men &amp; Boys</b>	
<b>Gender non-conforming people</b>	
<b>Women &amp; Girls with Disabilities<sup>4</sup></b>	
<b>Men &amp; Boys with Disabilities</b>	
<b>Has the target group been involved in the project planning process? If yes, please explain how they participated.</b>	
<b>Would the target group be involved in implementing the project? If yes, in what ways?</b>	

<sup>4</sup> A person is considered to have a disability if they experience long-term or recurring difficulties in one or more of the following areas. If you have difficulty in: Seeing, Hearing, Walking or climbing steps, Remembering or concentrating, Self-care, such as washing all over or dressing, Communicating, for example understanding or being understood by others.

<b>Networking and Coordination (200 words)</b>
<b>Will you collaborate with other groups? If yes, which groups and explain their roles?</b>
<b>Please attach at least two letters of support from these organisations. (Attachment 3)</b>

<b>Capacity Building Support:</b>
<b>Do you need capacity-building support from Women’s Fund Fiji? If yes, what type?</b> <i>Capacity-building support encompasses non-financial assistance, such as training, exchange learning events, etc.</i>

<b>List two professional referees from the last two years, preferably previous/current donors, or organisations you worked with.</b>	
<b>Name of Referee</b>	<b>Full contact address (physical address, phone, email)</b>
1.	
2.	

**Work Plan**

Insert the titles of all the activities you propose to do in this project and mark them with an X to show when the activities are planned. Some activities will be finished in one quarter while others may take longer, so you can add X to show duration. Please add lines if needed.

No	Activity Description	Timeframe			
		Q1	Q2	Q3	Q4

**Budget:** You must submit this form using Microsoft Excel (attachment 4)

Organisation Name:

Project Name:

Project Start Date/End Date

Total Budget FJD \$

Code	Expenditure	Unit day/month/ quarter/year/ one-off/ongoing	Cost per unit	Quantity/ Frequency	Total Requested Budget	Narrations
<b>1.0 Overhead Costs</b>						
	<b>Subtotal</b>				\$ -	
<b>2.0 Activity 1</b>						
	<b>Subtotal</b>				\$ -	
<b>3.0 Activity 2</b>						
	<b>Subtotal</b>				\$ -	
	<b>Grand Total</b>				\$ -	
<b>Budget Certification</b>						
<b>Approval &amp; Signature by Head of Organisation:</b>				<b>Title/Position</b>		
<b>Name</b>				<b>Date</b>		

**Project Design and Monitoring Plan**
**Project Name:**
**Project Objective(s):**
**Desired Outcome:**
**Duration:** \_\_\_\_\_

**Date of commencement:**
**Anticipated date of completion:**

Project Outcome	Monitoring Questions/ Indicators  How do you know you have achieved that outcome?	Source of Data	Data collection Method	Who will collect the data?	When will the data be collected?	Who will analyse the data?	How will the data be analysed	How often will the data be analysed	How will the data be used?

## APPENDIX 2: DUE DILIGENCE CHECKLIST

The Due Diligence checklist is a tool that helps the Women's Fund Fiji to assess the capacity of the grantee organisations to effectively manage, spend and report on funds. It is based on DFAT's draft Due Diligence Framework and is an important part of the Women's Fund Fiji own financial and risk management processes.

The Due Diligence Checklist can also provide an opportunity for the Women's Fund Fiji and its partners to have frank discussions about partners' systems, where these need to be improved and, in some cases, how can assist in this process.

The checklist should be undertaken on all new grantees before funds are disbursed for the first time; and should be undertaken every two years thereafter dependent on risk associated with that partner.

<b>Name of Organisation:</b>	
<b>Proposed Total Grant:</b>	
<b>Date of Assessment:</b>	
<b>Assessment conducted by:</b>	
<b>Assessment attended by organisation staff:</b>	

Key Indicators	Minimum Standards / Requirements	Means of Verification (Documents Required)	Checklist (Yes / No)	Comments
Verification of the organisation identity	Organisation is a legal entity.	Current registration certificate.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
		Current registered Trustees and Management Board at the Registrar of Titles	<input type="checkbox"/> Yes <input type="checkbox"/> No	
		Legitimate Bank Account / Statements.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
		Official documents with letterheads.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Organisation has stated purpose of existence or set of objectives.	Memorandum of Association or Articles of Association.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
There is a guiding constitution that describes the overarching purpose and governance arrangement of the organisation.	Constitutions.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Organisation has a board that meets regularly.	List of Governing Board Members including date of appointment, term of appointment and end of appointment and Minutes of Board meetings	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Key Indicators	Minimum Standards / Requirements	Means of Verification (Documents Required)	Checklist (Yes / No)	Comments
	Organisation must declare any affiliations with any political party or politicians. And any potential conflicts arising from this political affiliation.	Written declaration from Management or Board.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Organisation has a physical address. Organisation has a website/there is publicly available information on the organisation.	Visit to the office Internet search	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Past Performance	There is evidence of past performance or reports that have been produced by the organisation at least in the last one year.	Annual Reports	<input type="checkbox"/> Yes <input type="checkbox"/> No	
		Independent evaluations and reviews	<input type="checkbox"/> Yes <input type="checkbox"/> No	
		Existing donor reports	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	There is evidence of implementing and completion of activities and projects.	Progress Reports	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Third parties reference checks (e.g. donors and other stakeholders)		<input type="checkbox"/> Yes <input type="checkbox"/> No		
Technical / Operational Capacity	Organisation has demonstrated its capability to ensure effective delivery of projects.	Previous projects / performance reports.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Organisation has annual costed work plans and budgets.	Strategic Plan and yearly work plan and budgets.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	There is technical capacity to undertake the scope of the project.	CVs of key staff who undertake the project in terms of qualifications to undertake activities.	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Key Indicators	Minimum Standards / Requirements	Means of Verification (Documents Required)	Checklist (Yes / No)	Comments
	<p>Organisation identifies and seeks necessary training / capacity training for its staffs.</p> <p>Capability of key staff who are involved in terms of reporting. Key program and finance staff are sufficiently skilled / experienced to provide necessary levels of reporting.</p>	Staff interviews and feedback.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Organisation has sound human resource management systems in place	Code of conduct	<input type="checkbox"/> Yes <input type="checkbox"/> No	
		Staff performance management system in place	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Financial Viability	Organisation is not solely dependent on one donor and has diverse sources of income.	Yearly budget.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Organisation has sound financial systems in place to capture / record all financial transactions accurately.	Finance / Human Resource / Operation Policies	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	There are documented systems and policies in place to ensure accountability and transparency.		<input type="checkbox"/> Yes <input type="checkbox"/> No	
	There are adequate reserves. Organisation discloses all outstanding liability or debt to other donors or third parties.	Financial Reports	<input type="checkbox"/> Yes <input type="checkbox"/> No	
		Annual audited accounts	<input type="checkbox"/> Yes <input type="checkbox"/> No	
		Third party referee checks as well as staff and board interviews / feedback	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Organisation must maintain all insurance cover as required by law in their respective country.	Public Liability	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	Workers Compensation	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	Property Insurance	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Key Indicators	Minimum Standards / Requirements	Means of Verification (Documents Required)	Checklist (Yes / No)	Comments
		Professional Indemnity	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Results & Performance Management	There are monitoring plans in place to follow up on implementation and learning.	M&E framework, M&E reports.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
	Production of timely reports to stakeholders.	Evaluation / review reports	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Collection of data on regular basis.	Referee checks with other donors / stakeholders and staff interviews / feedback	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Cost / Value Effectiveness	Organisation makes informed decision on project design and cost management decisions.	Project / Organisation budget	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	There is a process to monitor expenditure against budget or plan.	Monthly or quarterly financial reports	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Organisation seeks multiple quotes where necessary to consider value for money in any procurement process.	Finance policy (Procurement and travel) Source documents	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No	
Fraud Control / Anti-Corruption & Criminal Records Check	Organisation has specific policy in place to deal with fraud and corruption prevention and management.	Finance / Operations manuals.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Organisation ensures that all staff go through the fraud control and anti-corruption training and are well versed with it.	Relevant staff training on the policies and attendance records	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Procurement processes are followed consistently.	Referee checks for new staffs	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	There is disclosure of conflict of interest in all procurement and recruitment activities.	Police check for criminal records for new staffs	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Staff recruitment process is transparent.	Check: <a href="http://inadbg4.adb.org/oga0009p.nsf/sancALLPublic?OpenView&amp;count=999">http://inadbg4.adb.org/oga0009p.nsf/sancALLPublic?OpenView&amp;count=999</a> Check: <a href="http://www.nationalsecurity.gov.au/Listedterroristorganisations/Pages/default.aspx">http://www.nationalsecurity.gov.au/Listedterroristorganisations/Pages/default.aspx</a>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No	

Key Indicators	Minimum Standards / Requirements	Means of Verification (Documents Required)	Checklist (Yes / No)	Comments
Child protection safeguards	<p>Organisation, or WFF, has assessed the level of risk to child safety associated with the activity.</p> <p>If risks have been identified, practices are in place consistent with the WFF child protection policy.</p> <p>Child Protection policy</p>	<p>Will the activity being funded by WFF involve personnel working with children, or being in isolated situations / locations where they will be in unsupervised contact with children?</p> <p>If so, additional mitigation strategies must be developed (refer the Fund's Child Protection Policies).</p> <p>What is the level of working with or contact with children at the activity level?</p> <p>Does the organisation have a child protection policy and processes and systems in place to report and manage child protection related issues?</p> <p>In analysing the overall potential child protection risk context, indicate whether a full protection risk of the organisation is required?</p>	<p><input type="checkbox"/>Yes <input type="checkbox"/>No</p> <p><input type="checkbox"/> High</p> <p><input type="checkbox"/>Moderate</p> <p><input type="checkbox"/>Low</p> <p><input type="checkbox"/>Yes <input type="checkbox"/>No</p> <p><input type="checkbox"/>Yes <input type="checkbox"/>No</p>	
Prevention of Sexual Abuse, Exploitation and Harassment. (PSEAH)	<p>Organisation has specific policy in workplace to deal with PSEAH.</p> <p>Organisation ensures that all staff go through the PSEAH training and are well versed with it.</p>	<p>Prevention of Sexual Abuse, Exploitation and Harassment. (PSEAH) Policy.</p> <p>Does your organisation have a policy or internal guidelines to prevent or respond to online harassment, digital abuse, or cyber-based threats affecting staff, volunteers, or participants?</p> <p>Staff has been inducted and signed a declaration, and do staff contracts include clauses on PSEAH and online harassment.</p>	<p><input type="checkbox"/>Yes <input type="checkbox"/>No</p> <p><input type="checkbox"/>Yes <input type="checkbox"/>No</p> <p><input type="checkbox"/>Yes <input type="checkbox"/>No</p>	

Key Indicators	Minimum Standards / Requirements	Means of Verification (Documents Required)	Checklist (Yes / No)	Comments
Climate Justice		<p>Does your organisation have any policies, strategies, or practices that address climate justice, environmental sustainability, or climate-related risks?</p> <p>Does your organisation have training procedures in place, and have staff received training and ongoing guidance on climate justice, environmental sustainability, or the gendered impacts of climate change to support climate-sensitive programming?</p>	<p><input type="checkbox"/>Yes <input type="checkbox"/>No</p> <p><input type="checkbox"/>Yes <input type="checkbox"/>No</p>	

<b>Recommendations by Finance and Admin Officer:</b>		<b>Approval by Senior Program Manager</b>	
<b>Comments by Program Officer:</b>			

## APPENDIX 3: EXPRESSION OF INTEREST FORM RESILIENCE GRANTS

Contact Information		
<b>Organisation / Network / Group Name:</b>		
<b>Date Established:</b> (these can include registration details as a club/ group with any statutory body like a Ministry or Registrar of Charitable Trust/ Companies)		
<b>Head Office Location:</b>		
<b>Telephone:</b>		
<b>Email address:</b>		
<b>Website (if available):</b>		
<b>Social Media links (if available)</b>		
<b>Name:</b>		
<b>Email address:</b>		
<b>Phone Contact:</b>		
About the Organisation		
<b>Please provide background information about your organisation</b>		
<b>Current Programs/Projects, target groups and locations:</b>		
<b>List the leadership of your group (President, Board and Management, Staff etc.).</b>		

<b>Name Position/Title Sex (M/F)</b>	
Briefly explain how your Management Board or Governing Body of your organisation makes decisions (i.e. voting, collective agreement, formal meetings etc.)	
List names of the organisations, networks and/or alliances your group works with.	
<b>Budget</b>	
Amount requested from Women's Fund Fiji Please fill annex 2 below in excel as a detailed budget	
Please list the names of your past and current funders for the past two – three years	

*(You may add more rows to the table above if needed)*

<b>Proposed Activity or Program Details</b>	
Please further describe activity details in annex 1 workplan below	
Description of the problem you are trying to address, target area, target group and stakeholders. Please limit your response to 300 words	
List activities and strategies that will be implemented under this project. Please limit your response to 500 words.	
Describe how your proposed project will build agency such as skills, knowledge, capabilities, self-esteem, confidence and aspirations of the target group. Please limit your response to 100 words.	

**Describe how your proposed project will change relations especially power relations in families, communities and social networks**

**Please limit your response to 100 words.**

**Describe how your proposed project will transform structures that are discriminatory such as values, traditions, cultures, laws, policies, procedures and services**

**Please limit your response to 100 words.**

**Documentation: You must submit the following document/s:**

**Registered Organisation**

registration of the organisation under Register of Companies or Ministry of Women, Children and Poverty Alleviation/Department Social Welfare or Ministry of Youth and Sports

audited accounts of the previous financial year

latest annual report

support letter from board / government partner / referee

**Unregistered Organisation**

two support letters referee

Copy of Monthly Activity report submitted to the Ministry of Women, Children and Poverty Alleviation /donor

**Work Plan**

**Insert the titles of all the activities you propose to do in this project, and mark with an X to show when the activities are planned. Some activities will be finished in one quarter while others may take longer, so you can add X to show duration. Please add lines if needed.**

No	Activity Description	Timeframe			
		Q1	Q2	Q3	Q4
1					
2					

**Budget** (You must submit this annex using Microsoft Excel)

Organisation Name:

Project Name:

Project Start Date/End Date

Total Budget FJD \$

Code	Expenditure	Unit day/ month/ quarter/ year/ one-off/ ongoing	Cost per unit	Quantity/ Frequency	Total Requested Budget	Narrations
1.0	Overhead Costs					
	<b>Subtotal</b>				\$ -	
2.0	Activity 1					
	<b>Subtotal</b>				\$ -	
3.0	Activity 2					
	<b>Subtotal</b>				\$ -	
	<b>Grand Total</b>				\$	
<b>Budget Certification</b>						
<b>Approval &amp; Signature by Head of Organisation:</b>			<b>Title/Position</b>			
<b>Name</b>			<b>Date</b>			

## APPENDIX 4: PROPOSAL SCREENING AND COLOUR-CODING CRITERIA (GREEN / AMBER / RED)

The Fund team will use the following criteria to assess the Proposals

Proposal Focus	Green Rating	Amber Rating	Red Rating
<b>Background and Vision</b> <ul style="list-style-type: none"> <li>- Provide background information of the group</li> <li>- Leadership of group</li> <li>- Networks, alliances and organisations that they work with</li> <li>- Two contact details</li> </ul>	<p>Evidence of a clear vision and strong leadership confirmed through referee reports.</p> <p>Evidence of engagement at the local and/or national level. Demonstrated experience working on gender equality/women's empowerment/other marginalised groups/issues.</p>	<p>Feedback from referees highlight effective leadership and approaches used by the group. Group's background indicates constituency, networks, alliances and organisations. Feedback from contacts indicate potential for group to do more.</p>	<p>Feedback from referees has highlighted adverse issues with the organisation's governance and/or activity implementation. No clear indication of group vision/leadership.</p> <p>Group has not worked with alliances, networks and organisations.</p>
<b>Organisational Capacity to manage budgets</b> <ul style="list-style-type: none"> <li>- Annual Budget</li> <li>- Amount requested from FWF</li> <li>- Past and current funders</li> </ul>	<p>Demonstrated experience of working with funders and large budgets, confirmed through positive feedback</p>	<p>Some evidence of working with various levels of budgets and with funders. Feedback from funders indicate that the group can manage budgets in line with Funder's expectations.</p>	<p>No evidence of managing budgets and experience of working with funders. Feedback from funder highlights risk and challenges of organisation to manage budgets.</p>
<b>Project:</b> Summary of proposal including details such as target area, beneficiaries and stakeholders.	<p>Strong justification for project with clear explanation of target area, beneficiaries and stakeholders. Strong link of project to organisational priorities/strategies and plans and clear linkages to gender equality and women's empowerment.</p>	<p>Some details provided but no explanation of how it aligns with the organisational priorities/strategies and plans and its potential change for women and girls.</p>	<p>Lack of clarity about the selection process for the proposed project and how they will engage with beneficiaries and stakeholders.</p>
<b>Project:</b> Describe how your proposed project will achieve positive change for women and girls such as gender equality and empowerment in your chosen priority area.	<p>Strong justification for project with clear explanation of change that the project is trying to achieve for women and girls. Strong link of project to organisational priorities/strategies and plans. Good context and problem analysis used to inform project plans.</p>	<p>Some understanding of gender equality which is reflected in the description of potential positive change for women and girls. There is value in proposed project in promoting gender equality.</p>	<p>Poor description and understanding on how project will achieve positive change for women and girls. Proposed project could do more harm for women and girls.</p>
<b>Project:</b> How will this proposed project work with other women's groups and organisations?	<p>Clear and strong explanation of how the proposed project will work and build on existing women's groups and organisations.</p> <p>Evidence of existing relationships with women's groups/networks.</p>	<p>Outline of key women's groups that the project will work with but lacks explanation on how this will occur.</p>	<p>No indication of how the project will work with other women's groups.</p>
<b>Project:</b> Please indicate the main activities and strategies that will be implemented under this project	<p>Clear, appropriate, well defined activities and strategies outlined. Identifies proposed risks and strategies to manage these.</p>	<p>Some limited thought given, but no clear strategies outlined and clear activities described.</p>	<p>Unclear and poor description of activities and strategies.</p>
<b>Additional Information &amp; Documentation</b>			

## APPENDIX 5: GRANTS COMMITTEE PROPOSAL ASSESSMENT FORM

The Grants Committee will assess all proposals using the standard assessment criteria.

**Ratings:** Each question also has a weighting to indicate level of importance. The assessment form is divided into sections Below is a description of these scores.

The following scoring scale is provided to assist the Grants Committee with the scoring of Proposals:

Score	Description
10	Superior in meeting requirements: Proposal is highly convincing and credible. Applicant demonstrates superior capabilities, capacity, and experience relevant to, or understanding of, the requirements of the Selection Criteria.
8-9	Excellent in meeting requirements: Proposal complies, is convincing and credible. Applicant demonstrates excellent capability, capacity, and experience relevant to, or understanding of, the requirements of the Selection Criteria. Proposal is lacking in parts but can be substantiated in a full proposal.
6-7	Adequate in meeting requirements: Proposal complies and is credible but not completely convincing. Applicant demonstrates good capability, capacity, and experience, relevant to, or understanding of, the requirements of the Selection Criteria Proposal have some gaps.
4-5	Marginal - does not meet requirements but may be adaptable: Proposal has minor omissions. Proposal demonstrates only a marginal capability, capacity, and experience relevant to, or understanding of, the requirements of the Selection Criteria.
1-3	Poor - does not meet requirements: Proposal is unconvincing. Proposal has significant flaws in demonstrating the applicant's capability, capacity, and experience to, or understanding of, the requirements of the Selection Criteria.

**Name of Organisation:**

**Name of Assessor:**

**Date:**

**Signature:**

No	Section	Weighting of Score	Reviewer's Comments
<b>1</b>	<b>About the Organisation</b>		
1.1	Where are the women represented in the organisation? Are they represented on the Board and within senior positions? How are key decisions made? Does the organisation work with other women's organisations and networks?	/10	
<b>2</b>	<b>Financial capacity of the Organisation</b>		
2.1	Does the organisation have a bank account in its own name? Does the organisation have prior experience in managing donor funds? Are funds managed by women?  Does the organisation have and follow written and transparent financial and administrative rules and regulations?	/10	
<b>3</b>	<b>Design and Relevance</b>		
3.1	How relevant is the overall design of the project to the situation analysis? Does it reflect the analysis of the issues involved, including external factors and relevant stakeholders?  How relevant is the proposal to addressing gender equality and women's empowerment? How does the proposal address the focus area?	/20	
3.2	How clearly defined and strategically chosen are those involved (target groups, partners, stakeholders)? Have their needs been clearly defined and does the proposal address them appropriately? Have the relevant target groups been adequately consulted?		
<b>4</b>	<b>Effectiveness and feasibility of the activity</b>		
4.1	Are the activities proposed appropriate, practical, and consistent with the proposal's objectives and expected results?  Does the proposal describe the intended outcomes for the project? Is it clear how success will be defined? Is there any evaluation planned?	/40	
4.2	Does the proposal contain inclusive approaches for the engagement and participation of target groups?		
4.3	If relevant, does the proposal identify clear communication initiatives that will add value to the outputs and outcomes of the activity(ies)?		
4.4	The implementation schedule/work plan of the activity(ies) is clear and achievable		
<b>5</b>	<b>Sustainability &amp; Risk Management</b>		
5.1	Is the project likely to have a tangible outcome on its target groups?	/30	

5.2	Is the proposal likely to have multiplier effects? (Including scope for replication, extension and information sharing)		
5.3	Have potential risks and appropriate risk management been identified?		
<b>6</b>	<b>Budget and cost effectiveness</b>		
6.1	Are the activities appropriately reflected in the budget?	/20	
6.2	Is the ratio between the estimated costs and the expected results satisfactory?		
	<b>Maximum total score</b>	<b>130</b>	

**Recommendations:**

Recommended amount for this organisation: .....