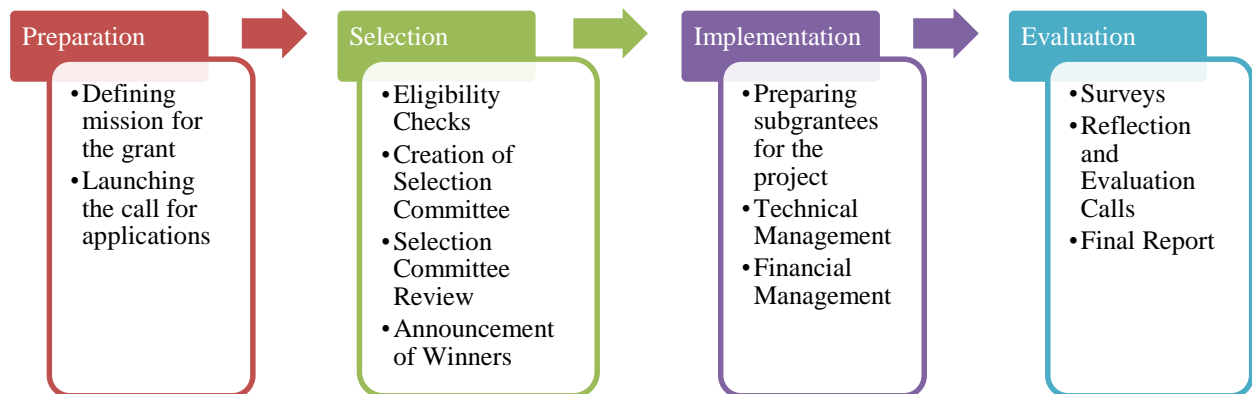




Subgrant Management Toolkit

Awarding subgrants is an important aspect of the Middle East and North Africa (MENA) Hub activities. In order to standardize and streamline our process, we are composing a management toolkit with a detailed outline of our procedures. This is a toolkit that aims to introduce the steps of subgranting from the MENA perspective. From our past experiences with subgranting, we have learned that there are four necessary steps to manage subgrants: (1) preparation, (2) selection, (3) implementation, and (4) evaluation.

At the end of this toolkit, we will share the particular challenges and lessons learned that Partners-Jordan faced and how we can address them when handling future subgrants. PJ is one of the Jordanian CSOs implementing the activities for the 14c MENA Hub. PJ's work consists of developing mediation and peacebuilding in Jordan, providing conflict management services, promoting good governance and social accountability, promoting citizen's participation, and addressing the closing of civic spaces. PJ regularly funds subgrants and has particular expertise in handling subgrants in the MENA region.



1. **Preparation:** This stage readies the organization to award the subgrants and establishes a body of work for future subgrantees to refer to.
 - Defining clear mission, vision, and value statements for the grant
 - The incubator establishes shared principles to make it easier for subgrantees to fulfil the needs of the subgrants
 - The incubator prepares a timeline.
 - The timeline extends from launching the call for applications through the outcome.



- The timeline must have clear deadlines, both for the incubator and the potential subgrantees.
- The incubator establishes eligibility and selection criteria
 - The incubator creates a list of qualifying and disqualifying features of subgrantees.
 - The incubator ensures selection criteria is specific to the grant's goals and includes a means to objectively analyse the strengths and weaknesses of potential subgrantees.
- The incubator prepares application forms.
 - The incubator agrees on application details with the incubator and regional team.
 - The incubator develops an application form with a clear description of the mission, vision, and values statement of the program.
 - The incubator provides a description of requirements for eligibility and information on the timeline and selection process.
 - The incubator evaluates the application forms.
- The incubator prepares financial regulations.
 - The incubator creates a budget and explicitly defines allowable expenditures.
 - The incubator prepares financial regulations to share with the potential subgrantees.
 - The incubator allots space for questions and clarifications to be submitted by the potential subgrantees and answered by the incubator.
- The incubator prepares a due diligence (research done before entering into an agreement or a financial transaction with another party) or a risk assessment
 - The incubator confirms of subgrantee organizational facts, including the history and background of the organization, and contact information.
 - The incubator reviews sub-grantee financial records and bank information.
- The incubator creates the grant agreement.
 - The incubator defines what is required from subgrantees.
 - The incubator creates protections for itself in case terms and conditions are violated.
 - The incubator can work alongside legal team or use grant agreement template.
 - The incubator shares draft agreement template with regional team.
- The incubator prepares branding guidelines.
 - The incubator creates a document with the language that must be used when carrying out the subgrant that gives due respect to the network, the MENA hub, and the incubator.
 - The incubator prepares a social media package with the guidelines of what the subgrantee can share on social media.
- Launching the call for applications



- The incubator determines what platforms to launch the application.
 - The incubator informs potential subgrantees (depending on the eligibility criteria – if the call is open to public or limited).
 - The incubator uses social media to reach the widest base of potential subgrantees.
 - The incubator reaches out to partner organizations, past subgrantees, and community members to ensure circulation of the application.
 - The incubator opens the application.
 - The incubator allots time in the application process to answer applicant questions.
 - The incubator hosts a webinar or uses another platform to answer questions about the application.
 - Applicants can contact the project email for other questions and concerns.
 - The incubator closes the application.
2. **Selection:** This stage is completed over the course of four phases to ensure that the best possible applicants are awarded subgrants.
- Phase 1: The incubator performs initial eligibility checks
 - Ensure all submissions meet eligibility criteria before evaluating applicants
 - Phase 2: The incubator establishes selection committee with relevant expertise and prepare scoring sheet
 - The selection committee may include incubator staff, representatives from other incubators, hub staff and experts in the theme of the subgrant.
 - Scoring sheets aid in objectivity and impartiality. Therefore, they take into account the strengths and weaknesses of each applicant and help to quantify the advantages and disadvantages to awarding each applicant the grant.
 - Phase 3: Selection committee conducts peer review for the highest-ranking applicants
 - The incubator conducts financial risk assessment of each applicant.
 - Selection committee reaches results.
 - The incubator informs donor of the shortlisted to conduct security checks on their names and organizations.
 - Phase 4: The incubator announces winners on the chosen platforms.
 - The incubator informs donors and hub, as well as the subgrantees.
 - Once subgrantee confirms participation, the incubator uses social media packages developed earlier in the process to inform the public.
3. **Implementation:** This stage directly addresses the subgrantees and how they carry out the subgrant.
- Preparing subgrantees for the project
 - The incubator holds introductory meetings with each subgrantee.
 - The incubator hosts in-depth discussions to ensure that the subgrantees understand the mission, vision, and value statements of the program as well as the guidelines shared.



- The incubator discusses potential challenges that the subgrantee may face, including communication and money transfer difficulties.
- The incubator answers the subgrantee's questions concerning both implementation and budget.
- The incubator works with subgrantees to update their documentation.
 - Subgrantees develop work plans, timelines, and budgets to ensure they are in line with the incubator guidelines.
- The incubator shares and signs agreements with subgrantees.
 - The incubator requests a board approval of the project from each organization to ensure a means of accountability and monitoring.
 - The incubator requests a board approval of the designated personnel and focal points.
- Technical Management
 - The incubator establishes a monitoring and evaluation system.
 - The incubator provides a checklist of all required M&E components to subgrantee.
 - The incubator prepares a deliverable table and timeline.
 - The incubator holds update meetings.
 - Subgrantees report regularly to the incubators program coordinator.
 - The incubator meets with subgrantees regularly either in-person or via conference call.
 - The incubator reviews narrative reports.
 - The incubator prepares templates for activity reports and final reports to be shared with the subgrantee to submit after each activity conducted.
 - If feasible, the incubator visits subgrantee on-site.
- Financial Management
 - The incubator ensures subgrantees are aware of allowable expenditures and budget restraints.
 - The incubator provides written guidance to subgrantees for easy reference.
 - The incubator allows regular communication between the subgrantee and the incubator's financial manager to ensure that all financial aspects are clear.
 - The incubator establishes clear procedures for request and approval of grant expenditures.
 - The incubator informs subgrantees of protocol for financial communications.
 - The incubator's project coordinator works closely with the finance manager to approve expenditures and deliverables.
 - The incubator requests detailed and consistent information on each expense form, including amount, purpose, and type of expense.



- Using the due diligence assessment or risk assessment created during the application process, the incubator develops a financial monitoring strategy.
 - The incubator sends subgrant funds.
 - The incubator sends money as bank deposits to the organizations official bank account, or via money transfer service (for example: MoneyGram, Western Union, etc) depending on the financial situation in that country
 - The incubator reviews financial reporting.
 - Incubator and subgrantee review compare actual expenses to projected budget regularly (review time depends on the timeline of the subgrant)
 - Incubator and subgrantee maintain running count of remaining funds.
 - Subgrantees should ensure that they are on track to use all funds by the end of the grant period.
- 4. **Evaluation:** This stage reflects on the grant period and evaluates how to increase efficiency and efficacy for the next subgrant.
 - Surveys
 - The incubator sends surveys to subgrantees to evaluate the effectiveness of the project, the implementation, the progress and the process. (you can find a sample of these questions in Annex X).
 - Reflection and evaluation calls
 - The incubator holds regular reflection calls with subgrantee to speak about the progress of the grant and check what are the challenges, successes and lessons learned faced.
 - Final report
 - The incubator reviews reports submitted by subgrantees.
 - The incubator prepares a final report template to be shared with the subgrantee which highlights the successes of the project as well as the challenges and lessons learned.
 - The incubator shares this final report with the donor.
 - The incubator writes a blog post or creates a vlog to share with the network.

Challenges and lessons learned:

As a team who worked on this, we would like to share our experience throughout this process.

- Consistency of Communications
 - Some countries lack stable internet connection or even access to the internet.
 - The incubator should discuss potential communication difficulties with subgrantees during introductory meetings and adjusts the timeline and means of communication as necessary, if possible.
 - The incubator should ensure the communication lines are available with multiple focal points in the organization.
- Transferring Funds
 - Some countries have limited money transfer services.
 - The incubator should ensure that subgrantees have bank accounts registered to



their organization and/or access to a money transfer service and selects an accessible one. The incubator should budget in case there are higher transfer rates.

- For example, PJ had an issue with transferring funds to Mauritania until our subgrantee shared that the best way was through MoneyGram.
- Regular follow-up with subgrantees
 - Some subgrantees fail to follow all the correct guidelines and regulations.
 - The incubator should hold introductory meetings to ensure subgrantees are informed of their requirements, communicates clearly with them throughout the process, and conducts a post-grant period evaluation.