

Grant Application Guidelines 2021 Grant Cycle

1.1 BACKGROUND

Yayasan Hasanah’s (“Hasanah”) vision is to be a leading foundation that builds a socially cohesive Malaysia by maximizing human potential, while conserving our natural and cultural assets. We will continue to work across our five Impact Areas of Education; Community Development; Environment; Arts and Public Spaces and Knowledge in delivering this vision. These Impact Areas are anchored to Hasanah's core foundation of long-term nation building; and built on Hasanah’s commitment to stakeholders in upholding the values of *Empowerment, Trust, Integrity, Inclusivity, Connectedness and Authenticity*, in the work that we do.

Hasanah works through an ecosystem of champions that include civil society partner organisations, social enterprises, government and regulatory agencies, and the community, for a cohesive, holistic and impactful initiatives. Our champion-ecosystem is intentionally local-partner based. This is part of our strategy to sustain and strengthen the local community’s capacity, ownership and leadership, and to ensure solutions are customised and relevant to local needs.

We emphasise an operational model of equal partnership. Our role is to complement and support the passion and goal of our partners, and build their capacity to strategise, lead, and open doors to policy-making in their areas of work.

Hasanah has supported interventions that are not only transformative and catalytic, but also interventions which have had meaningful social impact on both the nation and the communities it serves. Achieving significant and multi-faceted social impact however requires a longer time horizon.

We welcome proposals that are clearly aligned with Hasanah’s mandate and supports any of Hasanah’s five Impact Areas (*the priorities in each Impact Area are described in further detail in the next section*). Other considerations include scalability and replicability of the programme, opportunities to advocate for policy change for the better, how its impact can transform or catalyze further progress in the affected issue or area, as well as the sustainability of the programme.

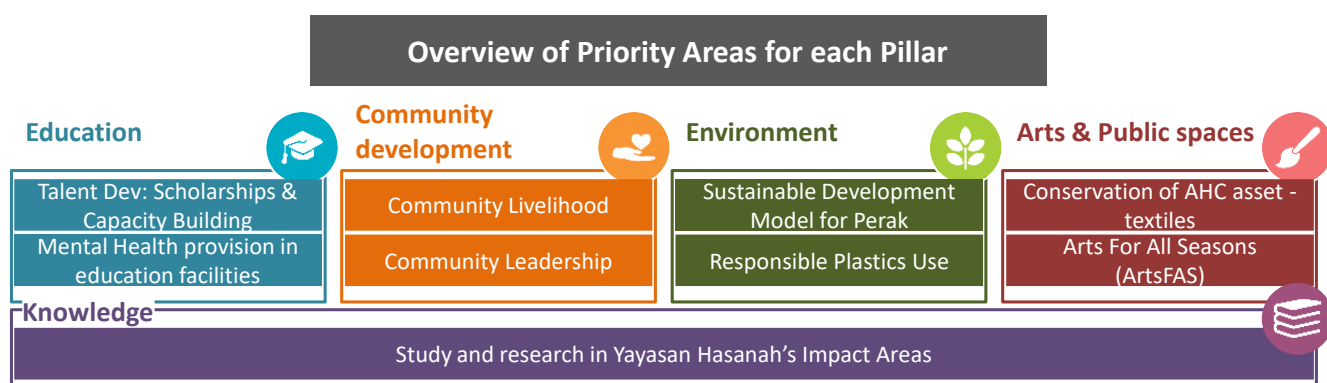
Hasanah’s work in our Impact Areas are aligned to 15 of the 17 Sustainable Development Goals (SDGs). These are:

SDG 1: Poverty Alleviation	SDG 6: Clean Water & Sanitation	SDG 12: Responsible Consumption & Production
SDG 2: Zero Hunger	SDG 7: Affordable & Clean Energy	SDG 13: Climate Action
SDG 3: Good Health & Well Being	SDG 8: Decent Work & Economic Growth	SDG 14: Life Below Water
SDG 4: Quality Education	SDG 10: Reduced Inequalities	SDG 15: Life On Land
SDG 5: Gender Equality	SDG 11: Sustainable Cities & Communities	SDG 16: Peace, Justice & Strong Institutions

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1.2 PRIORITIES WITHIN HASANAH'S IMPACT AREAS

As part of our strategy refresh 2021-2025, we have refocused the priorities to drive deeper interventions in each of our Impact Areas. As such, proposals that align to these sets of priorities will see a greater chance of success. For initiatives currently ongoing that no longer fits in the 2021-2025 strategy, Hasanah will complete the funding as per the agreed schedules and deliverables.



To guide your application, we have included a detailed description of the priorities as well as example of projects that we may support. Projects should also ultimately contribute to the headline indicators of the priority area although we do recognize that measuring such impact in the short run may not be feasible and intermediate targets and indicators are required.

EDUCATION	
<i>Priority: Talent Development: Scholarships & Capacity Building</i>	
Description	<p>Lifelong talent development aimed at embedding the SDGs across four levels of education:</p> <ul style="list-style-type: none"> • Primary • Secondary • Tertiary • Professional development <p>Projects at primary and secondary levels are to leverage from the learnings of existing Yayasan Hasanah sponsored school transformation programmes covering:</p> <ul style="list-style-type: none"> • System-level capacity development working across ministries, district education officers, and teacher training institutes (IPGM) through pre-service and in-service courses • School leadership • Maximising student potential • Supporting policy, research and advocacy in talent development & public school transformation <p>These projects will also support the government's Transformasi Sekolah 25 target</p>

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	Support to tertiary education and professional development is mainly through scholarships and fellowships, including areas of study aligned to the Sustainable Development Goals (SDGs). These covers undergraduate & postgraduate studies, fellowships, short courses and residencies (<i>N.B. These are not awarded through the Hasanah Grant process</i>)
Example project	<p><u>System-Level Capacity Development</u></p> <p><u>District Transformation Programme</u></p> <ul style="list-style-type: none"> • Initiative aimed at implementing whole-state education transformation in Kedah • Involvement of not only school but also the State Education Department (JPN) and the District Education Office (PPD) • Develop the capacity of the District Education Office (PPD) to accelerate school improvement. Through this programme, PPDs are empowered with more autonomy in decision making and receive resource and capacity development support from the Ministry • Development of models, frameworks and case study for replication <p><u>School Leadership & Student Potential</u></p> <p><u>School adoption programme</u></p> <ul style="list-style-type: none"> • Capacity building programmes for teachers and school leaders • Engagement sessions with parents and school teachers, remedial and extra tuition classes for underperforming students, exam clinics and workshops, motivation and team-building courses, counselling clinics and teachers' and students' skills development workshops, environmental and arts education programme <p><u>Trust Schools Programme in Jeli, Kelantan (3 schools)</u></p> <ul style="list-style-type: none"> • Five-year programme covering four areas of development – Leadership & Management Qualities, Learning & Teaching Qualities, Maximising Student Potential, and Involvement of Parents & Community • Interventions include the introduction of an Assessment for Learning approach, Subject Based Classrooms, and the development of a Professional Learning Community
Sample of Output, Outcome & Impact Indicators	<ul style="list-style-type: none"> • Academic outcomes – e.g. grades, pass rates • Non-academic outcomes – e.g. achievement in sports, performing arts, entrepreneurship, leadership • Special Awards and recognition at State, National, Regional, Global level • Improvement in school leadership / teacher outcomes
Priority: Mental Health provision in education facilities	
Description	<ul style="list-style-type: none"> • Mental health (MH) programmes aimed at: <ul style="list-style-type: none"> - Capacity building to deepen knowledge and skills of school administrators and counsellors - Strengthen mental health support network by creating local linkages of relevant agencies - Increasing awareness and acceptance of MH issues and management - Providing immediate mental health services to the most vulnerable

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	<ul style="list-style-type: none"> - Research, assessment tools, policy and advocacy proposals - Utilisation of school counsellors to support MH initiatives
Example project	<p><u>Capacity building</u> School counsellor training</p> <ul style="list-style-type: none"> • Capacity building workshops to deepen knowledge and skills of 285 school administrators and counsellors (from 154 schools) in KL, Selangor, Penang and Johor • Covers topics such as Listening Skills, Anxiety Disorders, and Depression <p><u>Mental Health support network</u> 24/7 Access to Mental Health Assessment</p> <ul style="list-style-type: none"> • Provision of an assessment programme for youth-at-risk from B40 communities
Sample of Output, Outcome & Impact Indicators	<ul style="list-style-type: none"> • Reduction in drop-out rates in school due to mental health issues • Number of school counsellors trained and students supported • Increase access to assistance and number of MH touchpoints • Mental health awareness at national level • Research, policy outcomes towards better management of MH in Malaysia

COMMUNITY DEVELOPMENT

Priority: Community Livelihood

Description	<p>Projects adopting Community Based Approach (CBA) models where there will be a multifaceted impact across economic, social, and/or environmental aspects that target low-income head of households, single mothers, families, youth and children (key priority). Continuation of income generation projects targeted to the B40 particularly those that can demonstrate a sustained impact.</p>
Example project	<p><u>Community Based Approach (CBA)</u> CBA for PPR Lembah Subang</p> <ul style="list-style-type: none"> • Multidimensional support: Combination of economic and social programs for women, children, and youth; B40 women given microloans and were placed on an Entrepreneurial Development Programme; coupled with parenting skills sessions and youth digital training <p><u>Innovative Models for Income generation</u> Microloans for contract farming</p> <ul style="list-style-type: none"> • Two-year microloan programme for B40 women in Kota Kinabalu and Keningau to participate in contract farming
Sample of Output, Outcome & Impact Indicators	<ul style="list-style-type: none"> • % of participants seeing an immediate increase in income • % of participants seeing a sustained increase in income • % improvement in education or skills development participation and/or attainment • % reduction in unemployment • Case study, research, validation, policy papers and impact assessments for CBA as a sustained form of community upliftment and empowerment

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<i>Priority: Community Leadership</i>	
Description	<ul style="list-style-type: none"> Projects that build the capacity of the B40 to become community leaders with the ability to lead, self-organize and/or take on a leadership position Capacity building can be in the form of training, coordination support, sponsorship of events, and the creation of a support network
Example project	<p><u>Youth mobilisation in Sg Punggor</u></p> <ul style="list-style-type: none"> Motivational programme for youths to organise a community event, Larian Hari Msia Acted as a catalyst for overall general community participation in collective efforts
Sample of Output, Outcome & Impact Indicators	<ul style="list-style-type: none"> Number of community leaders identified & community groups formed Participation in community activities or collective action efforts Progression of community leaders - income, or to play other roles Awards or recognition for communities due to leadership fundamentals Recognition of community leadership network at national level

ENVIRONMENT

Priority: Sustainable Development Model for Perak

Description	Integrating biodiversity conservation considerations within Perak's sustainable development, as a showcase and model, in future proofing needs of all stakeholders. Key aspects would include having a contiguous Central Forest Spine Conservation Agenda, an Innovative & New Economic Instruments development that includes community driven conservation efforts, Environmental Consciousness development and Restoration of Ecosystems and creation of partnerships within and beyond the Perak.
Example project	<p>Central Forest Spine Agenda</p> <ul style="list-style-type: none"> Integrated management of river basin for community and ecosystem services protection Projects that monitor and assess forest cover changes, ecosystem services, biodiversity, open source data and conservation practices using tools such as geospatial imagery <p>Innovative Financing & Sustainable Livelihoods</p> <ul style="list-style-type: none"> Projects that develop tools and market-based solutions to finance conservation for e.g., Payment for ecosystem services, Polluter Pay Principle, Bonds etc. Community patrolling to protect forest habitats, collect biodiversity data providing an alternative livelihood Small scale forest seedlings farm for restoration & connectivity <p>Raising Environmental Consciousness</p> <ul style="list-style-type: none"> Programme through schools to promote and educate on green living including water and waste management; biodiversity conservation; ecological footprint

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	<ul style="list-style-type: none"> • Programmes that engages creative arts, photography, film and storytelling, micro video digital content and community outreach to build a community of caring Malaysians for our nature and biodiversity, • Youth driven conservation efforts that may include peer-to-peer advocacy for actions. <p>Restoration of Ecosystems</p> <ul style="list-style-type: none"> • Project that restore degraded lands using native species including bamboo for people and biodiversity • Projects that develop and implements site-based action plan for connectivity through the endorsed CFS State Masterplan • Projects that supports for the review and adoption of proposed amendments or new policies and legislation at the state level towards conservation and protection of ecosystems
<p>Sample of Output, Outcome & Impact Indicators</p>	<p>Central Forest Spine Agenda</p> <ul style="list-style-type: none"> • Completion of assessments using agreed toolkit • Hectares of forest area mapped/ studied <p>Innovative & New Economic Instruments</p> <ul style="list-style-type: none"> • Timeliness and frequency of status reports covering key data points e.g. tiger sightings, water quality indicators • Participation in financial instruments identified • Income generated from financial instruments identified <p>Raising Environmental Consciousness</p> <ul style="list-style-type: none"> • Participation in campaigns • Number of touch points created by campaign Post project awareness • Number of advocates created <p>Restoration of Ecosystems</p> <ul style="list-style-type: none"> • Hectares of degraded land restored • Number of seedlings raised • Biodiversity measures • Changes to state legislation on environmental protection • Adoption of local plans/local guidelines
<p><i>Priority: Responsible Plastics Use</i></p>	
<p>Description</p>	<p>Improve the sustainability of plastics usage in Malaysia through:</p> <ul style="list-style-type: none"> • Establish baseline of existing usage (consume & dispose), supply chain and alternatives, issues and challenges of single use plastics & plastics in general • Development of roadmap covering all aspects from production and consumption through to plastics waste management • Act as the trailblazer on sustainable plastics use internally, our neighbours and partners (leading by example, circle of influence)

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	<ul style="list-style-type: none"> Continuation and scaling of grassroots awareness and site-based intervention programs Advocate for policy change impacting on the generation of plastics waste and its management
Example project	<p>Site Based Intervention</p> <ul style="list-style-type: none"> Project that provides baseline information on community's waste management and solutions Livelihood programme centred around the up-cycling of plastic waste into other goods
Sample of Output, Outcome & Impact Indicators	<ul style="list-style-type: none"> Identification of key issues, challenges, and solutions roadmap Usage of single-use plastics % of plastics recycled Quantity of microplastics in food chain Review and updated laws and legislation, research papers, case studies Availability and accessibility of non-plastic alternatives

ARTS & PUBLIC SPACE

Priority: Conservation of AHC asset - textiles

Description	<p>Conservation of heritage textiles in Malaysia through four levers:</p> <ul style="list-style-type: none"> Research and documentation of the textiles landscape in Malaysia, including mapping on specific textile types and from which state of the country Talent development and tutelage to transfer tacit knowledge Awareness and appreciation through outreach activities such as workshop and exhibitions Ensure economic sustainability of the sector through the development of an attractive and equitable market platform
Example project	<p><u>Talent development and tutelage</u> Telepuk conservation</p> <ul style="list-style-type: none"> Series of workshops to introduce the concept of telepuk fabric gilding to individuals who are already participating in the traditional textiles industry Those who demonstrate talent will be given the opportunity for advanced lessons <p><u>Research and documentation</u> Documentation of Malaysia's textiles heritage including topics of origin, symbolism, and techniques</p> <p><u>Awareness and appreciation, and economic sustainability</u> Placemaking for the promotion and sustainable commercialisation of traditional textiles</p>
Sample of Output,	<ul style="list-style-type: none"> Number of textile forms preserved and documented Number of apprentices

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Outcome & Impact Indicators	<ul style="list-style-type: none"> • Number of touchpoints • Income of artisans • Public participation and awareness
Priority: Arts for All Seasons (ArtsFAS)	
Description	<ul style="list-style-type: none"> • The Arts for All Seasons (ArtsFAS) is a festival that aims to conserve, preserve, and mainstream Malaysian arts • Support to artistes through the advance purchase of either tickets or outputs • Enable arts initiatives to keep the ground robust while increasing awareness and appreciation towards the arts • Showcase of the various disciplines of Malaysian art supported by YH in a festival • <i>N.B. Grants for ARTS FAS is also available through the Arts Fund</i>
Example project	<p>ARTS FAS</p> <ul style="list-style-type: none"> • ArtsFAS is a platform to showcase Malaysia's preserved and conserved arts in a public event. By making arts accessible, it educates the younger generation through experience to create awareness and appreciation of our heritage • Previous performances include wayang kulit, Teochew puppet opera, and classical Indian dance
Sample of Output, Outcome & Impact Indicators	<ul style="list-style-type: none"> • Public participation and awareness • Number of touchpoints • Artists' continued practice in the Arts

Knowledge	
Priority: Study and research in Yayasan Hasanah's Impact Areas	
Description	<p>Study and research to provide thought leadership and focus to YH's impact areas:</p> <ul style="list-style-type: none"> • Baseline studies and roadmap development to develop a view on the current state of the Impact Area including key metrics and stakeholders, and a roadmap to achieve changes required • Impact evaluation to provide a view on the efficacy of interventions
Example project	<p><u>Baseline studies and roadmap development</u></p> <p>Baseline study on plastics</p> <ul style="list-style-type: none"> • Baseline study on the production, use, and waste management of plastics; including the mapping of stakeholders. <p><u>Impact evaluation</u></p> <p>Impact evaluation of Community Based Approach</p> <ul style="list-style-type: none"> • Evaluation of completed CBA interventions to identify longer term impact (e.g. sustained increase in income), and cross-section study on the efficacy of each lever by demographic group

Sample of Output, Outcome & Impact Indicators	<ul style="list-style-type: none"> • Baseline metrics identified • Completeness of stakeholder mapping • Identification of linkage between impact measures and interventions
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1.3 GUIDING RULES

The following section sets out the criteria for the submission, selection and implementation of the initiatives supported by Hasanah.

1.3.1. Eligible applicants

Applicant

In order to be eligible for a grant, the applicant must:

- be **legally and locally registered with relevant authorities (Registrar of Societies or the Companies Commission) in Malaysia or a registered company under the Companies Act 1965 for social enterprises or a registered organisation under the Trustees (Incorporation) Act 1952** (in selected cases, grants may be channeled to organisations registered in foreign jurisdictions but carry out programmes in Malaysia and impacting Malaysia);
- have been **formed and registered at least two years prior to being considered for Hasanah’s grant award** – if organisation was previously established under a different name and was operational for at least or more than two years under said name, applicant must provide evidence of this;
- have **audited financial accounts for two consecutive years (over the past 3 years), or copies of acknowledgement receipt of 2 years annual report submission to Registrar of Societies or copies of 2 years income tax submission to Inland Revenue Board;**
- **be directly responsible** for the preparation and management of the proposal and **not be acting as an intermediary.**
- have an internal audit process for its annual audit.

Other related eligibility criteria

- The applicant may be a co-applicant in another application at the same time
- Applicant can be a social enterprise - defined as organisations or registered companies whose primary mission is to support a social cause, and have a revenue source that is able to sustain their mission
- Public institutions and consultancy may apply as co-applicants with another CSOs as the core applicant

1.3.2. Eligible Programmes

Types of activities which may be supported under this Grant Cycle:

Inclusivity

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- Activities that target and address the needs of the bottom 40% of underserved Malaysian communities
- Activities that promote social inclusivity, economic empowerment and building of human capital
- Activities that target a new beneficiary group or innovative solutions to existing social issues

Service delivery

- Educational and training activities relevant to Hasanah's Impact Areas
- Provision of social services, counselling services and legal protection

Advocacy and policy

- Preparation and presentation of policy analyses and reports relevant to Hasanah's Impact Areas
- Advocacy initiatives focusing on issues relevant to Hasanah's Impact Areas
- Local campaigns, education of citizens and promotion of principles of transparency, good governance, citizens' participation in decision-making processes relevant to Hasanah's Impact Areas

Capacity building

- In-house mentorship, training, pilot projects, aimed at strengthening the capacities of, civil society organisations ("CSOs") and communities, relevant to issues or problems at the local and national level in Hasanah's Impact Areas

Partnership development

- Identifying and establishing active cooperation with relevant CSO networks, coalitions, think-tanks and individual organisations specialised in issues relevant to Hasanah's Impact Areas
- Networking and partnership building for the purpose of achieving a joint social and entrepreneurial activity

Other eligibility criteria:

- Proposed project must align to one or more of Hasanah's Impact Area(s)
- Proposed activities must demonstrate the ability to produce measurable outputs (short-term results), outcomes (mid-term results) and social impact (long-term results) in a selected Impact Area
- Applicant must demonstrate the ability of the proposed activities to become a sustained part of the community resources
- Applicant must demonstrate the ability of the proposed activities to be scaled up or expanded across the various regions within Malaysia and beneficiaries as well as ability to replicate the project
- Proposed activities should be catalytic in nature i.e. should create multi-faceted change in areas that promotes a better future for communities in Malaysia

The following types of initiatives are **non-eligible**:

- Direct donations or grants to individuals
- Initiatives concerned only or mainly with individual sponsorships for participation in workshops, seminars, conferences and congresses; or for studies or training courses
- Initiatives addressing health problems or any other that are not within Hasanah's Impact Areas

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- Initiatives that support political campaigns
- Initiatives essentially focused on construction activities, purchase of equipment, purchase and/or renovation of building or offices for commercial purposes
- Initiatives aimed predominantly at charitable donations and profit-making activities
- Initiatives which are already funded by another Hasanah's grant and undertaken before the date of contract signature
- Faith-based activities

1.3.3. Eligibility of costs

Hasanah will only support 'eligible costs'. The categories of costs that are non-eligible are indicated below. It is in the applicant's interest to provide a realistic and cost-effective budget.

Ineligible costs

The following costs are not eligible:

- customs and import duties, or any other charges
- purchase or leasing of land and existing buildings
- fines, financial penalties and expenses of litigation
- bank charges, costs of guarantees and similar charges
- conversion costs, charges and exchange losses, as well as other purely financial expenses
- contribution in kind
- depreciation costs
- debts and debt service charges
- provision for losses or potential future liabilities
- credits to third parties
- salary costs of the personnel of national or public administration

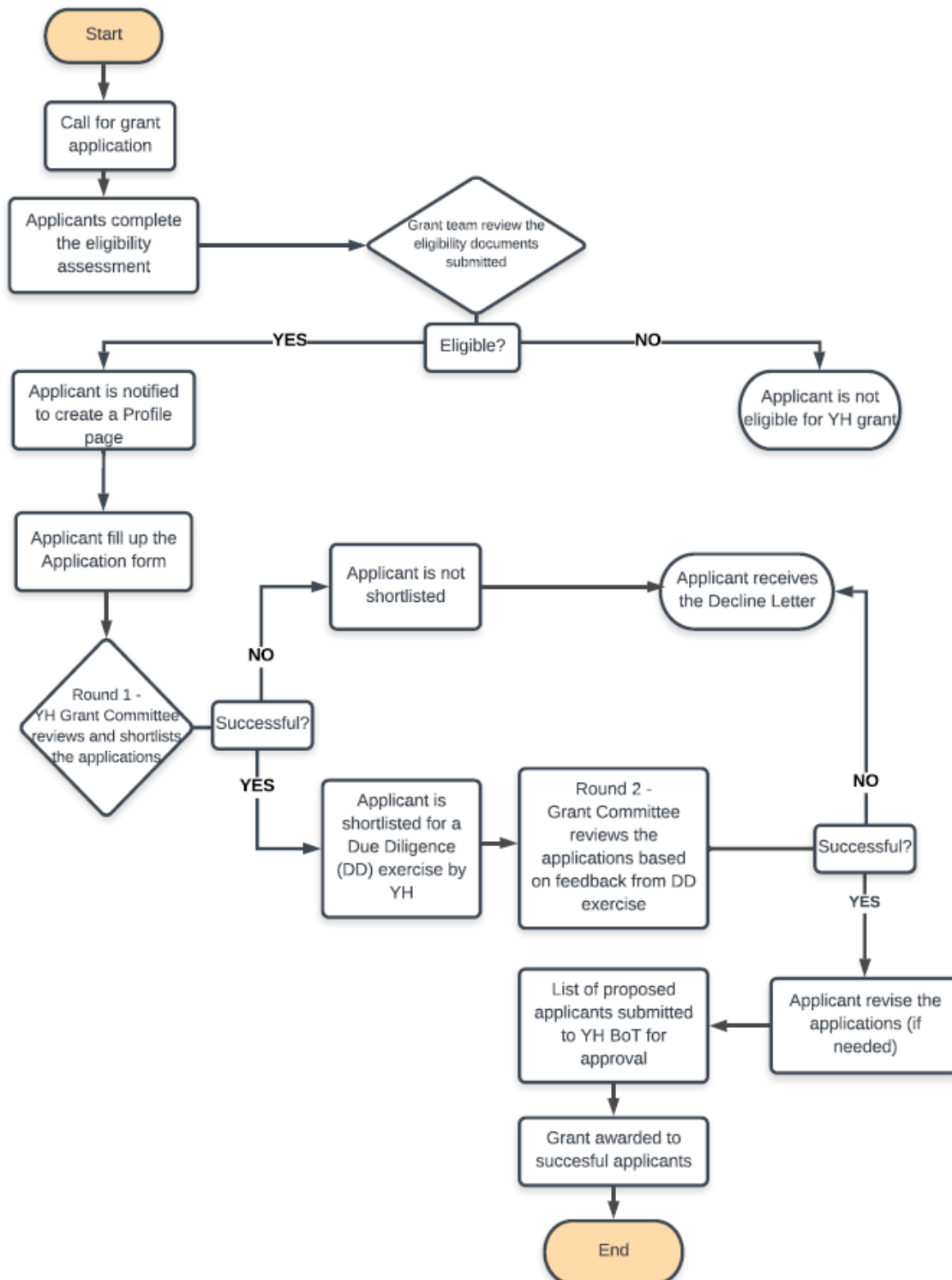
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1.4 HOW TO APPLY

For a step-by-step guide on how to apply using our online grant portal, please click on the link available on the Grants page of the Hasanah website. The flowchart below depicts Hasanah's grant application process.

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Step 1: Eligibility Assessment

Only eligible applicants will be allowed to submit an application for a Hasanah grant. In order to assess if your organisation would be eligible to apply, please complete the eligibility assessment available on the [Hasanah grant portal](#).

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Please ensure that the email you use to submit your eligibility assessment is the same email that you will use throughout this grant application process.

Applicants may access the eligibility assessment once the grant cycle opens. The eligibility of an applicant is based on:

- Being registered with either Registrar of Society (ROS) or Registrar of Companies (ROC) or under the Trustees (Incorporation) Act 1952 for a period of at least 2 years.
 - If your Organisation is less than 2 years old, but was previously established under a different name and was operational for at least 2 years under said name, you will be asked to provide evidence of this.
- Having audited financial accounts for the past 2 years.

Please make sure if you have a copy of your certificate of registration with ROS or ROC, and most recent audited financial accounts before you start the eligibility assessment.

Your eligibility documentation will be reviewed by our Grants Team.

You will be notified via email if you are eligible to proceed to apply for a grant. All eligible applicants will be invited to register an account on the Hasanah grant portal, and submit their grant applications via Hasanah's online grant portal.

Please ensure that the email you use to register your account is the same email that was used to submit your eligibility assessment.

Step 2: Creating an Organisation Profile

Once you have registered your account on the Hasanah grant portal, you may proceed to create your organisation profile.

Please ensure that the email you provide in your organisation profile is the same email used to register your account on the Hasanah grant portal.

The profile page will contain information of your organisation and previous projects. Step-by-step instructions will be provided on the portal. You may update your profile page at any time.

Step 3: Completing the Application Form

Once you have created your profile page, you can proceed to complete the Application Form. Please complete this carefully and as clearly as possible. Some fields are required and must contain a response. If your response is Not Applicable, you must state it as such.

Any major inconsistencies in the Application Form may lead to a rejection of the application. Full applications must be in English or Bahasa Malaysia.

Only completed Application Form(s) together with accompanying relevant documentation, will be reviewed. It is therefore of utmost importance that these documents contain all relevant information concerning the proposal. These documents are:

- Implementation Plan (available for download at the Grants page of the Hasanah website)
- Budget Breakdown (available for download at the Grants page of the Hasanah website)
- Organisational Structure

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- Previous year or current year balance sheet (assets and liabilities) and statement of income and expenses (preferably no more than 3 months old)
- Current operating budget breakdown for the organisation
- Most recent publications, news articles or other relevant materials about the organisation or the project, if applicable (these are optional, non-submission will not affect evaluation of proposal)

You may submit more than one application at each grant cycle.

Applicants may request for further clarification during the application process. **Questions may be sent by email to grant.application@hasanah.org.my no later than three working days before the deadline.**

To ensure equal treatment of applicants, Hasanah cannot give a prior opinion on the eligibility of applicants or a proposal. For a step-by-step guide on how to apply using our online grant portal, please click on the link available on the “Partner with Us” page on the [Hasanah website](#).

You may also attend Hasanah Open Days that are held preceding the grant application timing to provide you an opportunity to discuss and seek clarification of our application process and tips.

1.5 REVIEW AND SELECTION OF APPLICANTS

Grant applications will be reviewed by the Impact Area teams and respective Grant Managers and deliberated during the Hasanah Grant Committee meeting.

All applicants will be assessed on:

- Relevance of project to Hasanah’s Impact Area(s)
- Whether project is aligned to one or more of the SDGs that
- Relevance to beneficiaries

The quality of the applications, including the implementation plan and proposed budget, will be evaluated using the evaluation criteria in the evaluation grid below, based on a scoring system between 1 and 5 as follows:

Scoring system 1-5:

1 – poorly developed / below expectations, 2 – needs clarification, 3 – meets basic expectations, 4 – well developed / explained, 5 – great quality of answer / exceeds expectations

Grant Application Evaluation Grid

1. Organisational Programme Area and Implementation Expertise		
<i>1.1 Will the proposed project add value to the priorities of Hasanah's impact areas?</i>	5	
<i>1.2 Does the organisation have the subject matter expertise to implement the project?</i>	5	
	Sub-score	/10
Overall comments and issues of concern to be addressed for organisational programme area and implementation expertise:		
2 Effectiveness and feasibility of the project		
<i>2.1 Is there a clear alignment between the project objectives and its impact to the target group(s) or final beneficiaries?</i>	5	
<i>2.2 Are the proposed activities well-described, follow a logical sequence, appropriate, and consistent with the expected results?</i>	5	
<i>2.3 Does the Implementation Plan reflect the proposed project activities? Is it feasible?</i>	5	
<i>2.4 Does the proposal contain well-developed M&E activities and relevant indicators?</i>	5	
	Sub-score	/20
Overall comments for effectiveness and feasibility of the project:		
3 Operational and financial capacity		
<i>3.1 Does applicant have sufficient management capacity i.e. relevant staff (including senior management, full-time / part-time staff, research / data collection team, and volunteers) to successfully implement project?</i>	5	
<i>3.2 Does applicant adequately present the involvement of relevant stakeholders in the implementation of project activities?</i>	5	
<i>3.3 If the location of the project differs from the location of the organisation's HQ, please evaluate applicant's capacity to implement this project (e.g. cooperation with local affiliates in project location / volunteers in project location / satellite offices in project location).</i>	5	
<i>3.4 Does applicant have sufficient experience in managing grants of similar amounts as requested?</i>	5	
	Sub-score	/20
Overall comments for operational and financial capacity:		
4 Budget and cost effectiveness		

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4.1 Is the estimated cost for the project activities realistic (is it too high / too low)?	5	
4.2 Has a detailed breakdown of cost been provided?	5	
4.3 Is the ratio between the estimated costs and the expected results satisfactory? (Please indicate proposed revisions in budget if estimated cost vs estimated results are not satisfactory)	5	
	Sub-score	/15
Overall comments for budget and cost effectiveness:		
5 Sustainability of the project		
4.1 Is the project likely to have multiplier effects? (Including scope for replication, extension and information sharing.)	5	
4.2 Does the proposal adequately address the following aspects of project sustainability?		
<ul style="list-style-type: none"> Financial – how will the project activities be financed after Hasanah’s funding ends? Please list potential fundraising activities. 	5	
<ul style="list-style-type: none"> Institutional – how will the organisation’s internal and/or external resources put in place during project implementation (human resource, established networks, etc) allow for the project activities to continue after the project ends? 	5	
<ul style="list-style-type: none"> At policy level, if applicable – how will this project contribute to relevant policy changes; e.g. will it lead to improved legislation, policies, practices, etc? 	n/a	
	Sub-score	/15
Overall comments for sustainability of the project:		
TOTAL SCORE		/80

Only grant applications with evaluation scores of equal to, or more than 55, will be recommended to proceed to the Due Diligence stage.

1.6 NOTIFICATION OF HASANAH’S DECISION

The review process is divided into two phases:

Phase 1: Impact Area teams and Grant Managers will review all applications, with recommendations deliberated at the Hasanah Grant Committee meeting. Unsuccessful applicants will be informed of Hasanah’s decision concerning their application, after the Grant Committee **convenes in March 2021**. Successful applicants will be shortlisted to the next phase of Due Diligence.

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Phase 2: Findings from Due Diligence and recommendations will be deliberated at the second Hasanah Grant Committee meeting. Unsuccessful applicants will be informed of Hasanah's decision after the second Grant Committee meeting. Applicants who successfully pass the Due Diligence stage and is shortlisted at the second Grant Committee Meeting may be asked to revise their application as deemed necessary, prior to being recommended to the Hasanah Board of Trustees for final approval. Following the decision to award a grant, applicants will be offered a contract based on Hasanah's Grant Agreement.