

**Grant Scheme for Capacity Building on Social Enterprise**

**Guidelines for Civil Society Organisations**

**June 2016**

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**Part 1: Overview**

1. **British Council Context**
2. Social enterprises address social and environmental problems through innovative solutions that improve people’s lives in our communities and societies. The definition[[1]](#footnote-1) adopted by the British Council is “A social enterprise is a business that trades for a social and/or environmental purpose. It will have a clear sense of its ‘social mission’: which means it will know what difference it is trying to make, who it aims to help, and how it plans to do it. It will bring in most or all of its income through selling goods or services. And it will also have clear rules about what it does with its profits, reinvesting these to further the ‘social mission’.”
3. The British Council’s Global Social Enterprise programme draws on the UK experience in social enterprise to promote its growth around the world. We build capacity in the sector, forge international networks, and support policy leaders to create ecosystems in which social enterprise and social investment can thrive. Our work supports positive social change, inclusive growth and sustainable development while building trust and creating opportunities between the UK and other countries. Currently running in 26 countries and on four continents, British Council’s Global Social Enterprise programme aims to:

* provide aspiring and existing social enterprises with skills training, consultancy, mentoring and access to funding;
* disseminate best UK and global practice to support policy leaders to create enabling ecosystems for social enterprise and investment;
* support education institutions to embed social enterprise, exchange best practice, and deliver joint research on social enterprise;
* facilitate the use of social enterprise approaches in international development programmes;
* commission research and organises high profile events that foster social enterprise and social investment, and;
* build international networks linking social entrepreneurs, intermediary organisations and social investors.

1. **Background to the project**
2. *Support for Social Enterprises in East Africa* Project is funded by the European Union to be implemented in Ethiopia and Kenya over a period of 24 months. The overall objective of this project is: *to support vulnerable populations to access ‘Social protection, health, education and jobs’ therefore supporting ‘Inclusive and sustainable economic growth for human development’*. The specific objective of the action is: *to promote and strengthen an evidence-based social enterprise approach in addressing these development priorities in Eastern Africa, notably in Ethiopia and Kenya*. The programme exists of 4 interconnected components with the following expected results:

* Result 1: Improved information and understanding of the social enterprise sector in Kenya and Ethiopia.
* Result 2: Increased capacity of social enterprise institutions and practitioners in Kenya and Ethiopia, including social entrepreneurs, civil society leaders, intermediaries and educators.
* Result 3: Increased capacity of government officials and policy influencers.
* Result 4: Increased South-South as well as South-North collaboration and partnership between the social enterprise communities within and between Kenya and Ethiopia and the wider East Africa region and with the EU and the EU diaspora where appropriate.

1. The 4 components are designed to be interconnected and mutually reinforcing: The analytical work to be undertaken under component 1 will look for social enterprises which are using successful inclusive business models and innovative, market-based solutions to development problems, which could be replicated or scaled up.
2. Component 2 will aim to demonstrate the impact that supporting a social enterprise sector can have in addressing challenges faced by vulnerable populations, which will in turn provide an evidence base to 1) take to decision makers to help establish a better enabling environment for social enterprises, 2) help to incentive philanthropists and social investors to bring more capital into the sector and 3) demonstrate to education institutions the need to teach the skills required to lead social enterprises.
3. Activities undertaken in components 3 and 4 will aim to further demonstrate the potential of the social enterprise sector both through providing learning opportunities but also through helping to support the identification of new markets for social enterprises in Kenya and Ethiopia.
4. Component 4 provides the space for these social enterprises to link into existing platforms and networks to facilitate knowledge sharing, partnerships and matchmaking between businesses and other actors. These other actors include policy influencers and government officials, which will receive training under Component 3 and will be informed properly about the full potential of social entrepreneurship, but also the existing barriers and potential incentives (taxation, legal framework etc).
5. **Grant Scheme for Capacity Building on Social Enterprise**
6. The grant scheme for Civil Society Organizations falls under Result 2 which envisages, two civil society capacity building organisations to be identified and supported to deliver a social enterprise leadership programme at a national level, cascading to at least 20 civil society organisations in Kenya
7. The British Council has already invested in developing a social enterprise toolkit for social enterprise leaders through its Active Citizens community leadership programme this training will be adapted for use in Kenya and Ethiopia. Thus, the British Council will offer the expertise in rolling out the initial ToT with the contracted CSO. This, in Kenya only, will include training of trainers to a minimum of 40 “Social Enterprise Master Trainers” which should then cascade to a minimum of 600 trainees.
8. **Overall Resource Envelope**
9. An amount of money has been allocated within an overall envelope of estimated KES 5,000,000 Grants for individual Interventions should range between KES2,000,000and KES3,000,000(based on an assessment of the scale of the intervention and potential partner absorptive capacity). Partners are advised to apply for a grant amount that matches with their size and capability, taking into consideration that implementation should be completed within 12 months.
10. **Proposed CSOs for Collaboration**
11. Proposals are welcomed from a network or coalition of civil society organisations that can deliver the capacity building interventions. It is anticipated that implementing partners will have the following characteristics:

* experience of providing intensive capacity building programmes to other CSOs and current commitment to developing the social enterprise leadership skills of CSOs and community leaders and mainstreaming social enterprise leadership skills within community leadership training programmes;
* operates in major Kenyan Counties focusing on vulnerable populations and has the potential to identify what is feasible within the current context and design accordingly;
* depth and/or breadth of knowledge and experience, capacity to deliver, learn and communicate about the work

1. British Council envisages that it will contract all grants directly to the lead CSOs who will manage the grant intervention on behalf of itself and the sub-partner CSOs. This approach is expected to provide a speedier contracting and implementation process. However, a common framework that will bind individual grant contracts together around the common objective will be developed and agreed, eventually to be described in terms of reference or memorandum of understanding. This document will be signed between the lead CSO, sub-partners and British Council.
2. The lead partner will be providing the capacity building and lead across the work – with a particular focus on the Learn and Share opportunities which will be the end-goal of the work. Lead partners will work closely with the Social Enterprise expertise facilities that the British Council will deploy as part of the intervention.
3. **Screening of Specific Proposals**
4. A set of standard quality criteria are built in to the application pack that partners must meet to the required level in order for their proposal to be recommended for funding. The British Council will set up an evaluation committee whose task it is to screen proposals against the quality standard – and to identify what levels of refinement are required in order for the proposal to progress further and thus be awarded.
5. **Criteria, Due Diligence and Detailed Timeline**
6. The process of screening of the specific proposals and approval process will take place in the period between mid-July and mid-August 2016 – based on a clear set of expectations. The overall aim is to have the selected ones contracted by mid- August 2016, so that implementation of all will have commenced by the end of August 2016.
7. **Eligibility**
8. Only CSOs (network or coalition) with relevant experience and capacity in the respective area are invited by the British Council to submit their applications.

**Eligibility Checklist**

1. Before completing the application form, participating lead organisations are requested to complete the mandatory eligibility conditions presented at the start of the Proposal Application Form. The same criteria will also apply to proposed collaborating partner organisations, which are also requested to complete the checklist.
2. **Criteria used for assessing proposals**
3. British Council will put in place an evaluation committee comprising of relevant technical expertise. The purpose of the screening is to ensure that only those proposals which reach a minimum score are able to proceed to being recommended for approval. The following scoring sheet will be used:

| **Criteria** | | **Weighting (/100)** | **Assessment Result (Score)** |
| --- | --- | --- | --- |
| **A. Knowledge, experience and commitment** | | |  |
| 1 | Knowledge and understanding | 10 |  |
| 2 | Track record of work on this issue | 10 |  |
| 3 | Commitment and Energy | 10 |  |
| 4 | Geographic reach | 10 |  |
| **Sub-total** | | **40** |  |
| **B. Operational capacity of Lead Organisation** | | |  |
| 5 | Planning and organisation | 10 |  |
| 6 | Financial Management | 10 |  |
| 7 | Relationship management and capacity facilitation – with vulnerable population and government | 10 |  |
| **Sub-total** | | **30** |  |
| **C. Soundness of design, theory of change and results chain** | | |  |
| 8 | Results chain – the logical flow from activities to desired changes | 10 |  |
| 9 | Communicating results to government and other actors | 10 |  |
| 10 | Complementing and adding value to existing initiatives or to the work of others | 10 |  |
| **Sub-total** | | **30** |  |
| **Total** | | **100** |  |
| Please summarise the key strengths and weaknesses of the proposal. Should this proposal be recommended for approval in its current form? If not, what more needs to be done to enable it to be recommended? | | | |
|  | | | |

**Part 2: Guidelines for completing and submitting the Full Application Form**

The Full Proposal Application Form is divided into nine sections. Each section must be completed fully and the declaration signed before you send it to the British Council.

**Section 1: Organisational Details and Capacity**

In this section we ask you to provide information about your organisation, its governance and experience. This section includes questions on your contact details, year of establishment, mandate and staff. For each collaborating partner CSO you are also required to provide the same information using section 7 of the form. Please make sure that section 7 of the form is completed by/for each collaborating partner CSO.

Please make sure that the authorised person you list in question 7, under section 1, is also the person who signs the declaration in section 8.

Remember to attach one copy of your organisation’s registration certificate and any other relevant legal documents as requested in question 4. This can be a photocopy. Please note that each collaborating partner CSO is also required to provide the same document and information in accordance with section 7, as appropriate.

We have asked questions about the key people in your organisation that will work on the project in order to assess staff expertise. Please provide the CV’s of staff listed in question 9 as part of your application.

In this section we also ask you to provide us with information on your organisational finances. We are asking you these questions to find out about your organisations financial capability, to make sure you have up-to-date records.

Remember to attach a copy of your organisation’s (audited) financial accounts for the past 3 years to your application. These can be photocopies.

**Section 2: Description of intervention**

This section is where you should describe your full proposal. You need to show a clear and coherent programme design describing the context, the issues/problems the intervention aims to address, the general population affected by the problem, overall objectives, specific objectives, expected results, proposed activities to attain the expected results/changes, specific roles of both the lead organisation and collaborating partner CSO/s, method of implementation, monitoring and evaluation, and sustainability. Please give special attention to the views, situation and priorities of women and youth in your proposal.

You should clearly show how the intervention will improve the situation of the target population. Your organisation and staff expertise and how you identified the specific needs for the intervention in your region. We have provided heading sections to help you structure your idea. Please use these to make sure you are providing all the information that we need.

Programmes that bring **new ways of working** will be particularly relevant, such as:

* Developing innovative forms of collaboration (partnerships, coalitions, task forces) between different types of civil society, government, and/or private sector actors
* Creating new spaces and capacity for all citizens to increase their knowledge, understanding and contribution to development
* Identifying and developing local ‘home-grown’ alternatives and innovative approaches that provide lessons and good practices on local development challenges and successful service delivery and effectively addressing the barriers to inclusion.

Please make sure that the content of your proposal is not the same as, or copied from another CSO’s proposal. Plagiarism will result in the disqualification of such proposals.

When designing your intervention activities please consider:

**If income generating activities are being proposed**

* Do organisations have a license to do income generating activities proposed in this intervention, if any?
* What market analysis has been done?
* Do organisations have experience managing income generating activities? Please give examples.
* In what ways will vulnerable populations specifically?

**If you are proposing an innovative technology**

* Has it been tried and tested?
* Is it user friendly and cost effective?
* In what ways will vulnerable populations benefit specifically?

**For the types of activities being proposed:**

* Has the organisation managed similar activities? Please give examples.
* Is the proposed activity suitable to the region and target communities?
* In what ways will vulnerable populations benefit from the proposed activities?
* Please consider seasonal variations for your proposed activities, where applicable - will there be enough time to undertake the activities in view of seasonal requirements vis-à-vis the duration you are proposing for your project?

**Section 3: Financing**

In this section we want to hear about how you will use the grant. Please list the main budget lines/description of the activities you are proposing to undertake, whether these are administrative or operational and their total cost, for the whole intervention and for each implementing partner.

Please note that you are requested to provide budget at two levels: 1) an overall summary for the intervention you are proposing by main budget line, and a detailed activity budget for each implementing partner using the form in Annex 1.

The grant amount has to be expressed only in Kenyan Shillings and it has to be inclusive of the coordination expenses (costs) of the lead and sub-partner CSOs.

**Section 4: Evidence of Ownership & Consultation**

In this section we want to see evidence that you have consulted and involved target groups of people and other relevant stakeholders on the proposed interventions, that there is likely to be “ownership” and commitment to the activities by communities, CBOs and other stakeholders.

Please ensure you include relevant supporting documents as evidence of consultation with local CSOs, communities and other stakeholders. We are particularly keen to ensure that vulnerable populations, and especially women women and youth are directly consulted and involved in the design of the intervention. This is important both in terms of process, but also in order to help ensure longer term outcomes, and sustainability.

**Section 5: Relevant Organisational Capacity**

We would like you to provide us with information on your organisation’s capacities and an example of a similar intervention your organisation has undertaken

**Section 6: Collaborating Partners**

Use this section to provide information on the proposed contribution of each collaborating partners and place of implementation of the intervention.

**Section 7: Organisational Capacity of Collaborating CSOs**

In this section, please provide all required information for each collaborating partner.

**Section 8: Declaration**

In this section we ask you to complete a declaration. This declaration states that the information provided in the form is accurate and truthful, and the signatory is an authorised person.

**Section 9: Application checklist**

Please use the checklist to make sure your intervention proposal is complete and you have included the required supporting documents. If you have not included all of the information we have asked for we will not be able to review your application.

**Annex 1 of Application Form: Activity based budget**

Using the form attached at the end of the application form, please provide a detailed activity based budget for the whole intervention.

1. The definition offered here will not be used in a prescriptive fashion. Rather it can aid understanding quite broadly of why social enterprise is different to the traditional private sector (social objective is demonstrably the mission of the business) or the traditional charity sector (trading). Our experience is that over-emphasis on a prescriptive definition can be counter-productive. Rather our approach is rooted in our cultural relations mission where a dialogue takes place and stakeholders are encouraged to debate how this applies to them. Active in nearly 30 countries, we can report a wide array of specific cultural/language/political influences are at play in the social enterprise arena, which we work with. The definition we have given is aligned with the Social Business Initiative definition and with EMES. [↑](#footnote-ref-1)