

# **Peace Corps Small Grants Program**



## **Volunteer Handbook**

March 2015

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# Foreword

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Dear Peace Corps Volunteers, Counterparts, and Communities:

Small grants can make a significant difference in a community's development. Whether it is bringing young girls together to participate in a GLOW camp, introducing clean cookstove technology to a local women's group, or implementing an HIV/AIDS training for at-risk individuals, small grants can lead to lasting positive change. Volunteers have many opportunities to assist their communities in accessing small amounts of funding for such projects.

It is my pleasure to present the Peace Corps Small Grants Program Volunteer Handbook. This resource was developed to assist Volunteers and their counterparts in the development, implementation, and evaluation of small development projects in their communities. Peace Corps Volunteers considering implementing small grant projects at their sites with their communities should thoroughly review this handbook prior to implementing a project.

The Peace Corps Small Grants Program includes Small Project Assistance (SPA), Peace Corps Partnership Program (PCPP), Volunteer Activities Support and Training (VAST), Energy Climate Partnership of the Americas (ECPA), and Feed the Future (FTF). Though each program is supported by different funding sources, they all share the same goal: to facilitate the development and implementation of sustainable grassroots small grant projects that build capacity in communities where Volunteers serve.

This handbook will guide you to design and monitor capacity-building projects with your communities. With these tools, Volunteers and communities will be better able to accurately capture outputs and outcomes of their projects, and ultimately tell the story of the Peace Corps' impact in the field.

I thank you for your service, and I wish you and your communities all the best in implementing projects that enhance local capacity development.

Carrie Hessler-Radelet  
Director

# Introduction

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Approved Peace Corps funding for small projects is available to Volunteers and the community organizations with which they work. This handbook for Volunteers provides guidance on the processes, procedures, materials, and requirements for the Peace Corps Small Grants Program. Although each funding source has some distinctive characteristics and requirements, the Peace Corps guidance for all small grant projects is uniform to the maximum extent possible.

Volunteers should read this handbook thoroughly to understand the basic rules and requirements that are applicable for all small grants. Volunteers should also contact the small grants coordinator at their individual post to follow up with questions that may arise in the process of developing, writing, implementing, and completing small grant projects. Volunteers should not propose projects until they have received Project Design and Management (PDM) training, through which they will be better equipped to work alongside their communities to develop strong, successful, and lasting projects. This handbook does not replace PDM training, but rather serves as a guide to the logistics of successfully completing the small grant application and assisting with the procedures for implementing and monitoring a small grant project.

Within this program, there are several funding sources available. However, not all of these sources are available for all posts, as some sources are geographically or programmatically limited. Confirm with the small grants coordinator which sources are available at your post. The funding sources are briefly described here:

Grant Program	Funding Source	Program Details
Small Project Assistance (SPA) Program	United States Agency for International Development (USAID)	<ul style="list-style-type: none"> <li>• Available if a post has negotiated funds with USAID; there are 50 posts worldwide that provide SPA funds to Volunteers.</li> <li>• All projects must fit within certain program areas defined by USAID.</li> <li>• Ask the small grants coordinator at post for information on the current availability of funds; funding amounts vary yearly.</li> </ul>
Peace Corps Partnership Program (PCPP)	Private sector donations (both individuals and organizations)	<ul style="list-style-type: none"> <li>• All Volunteers are eligible to apply.</li> <li>• Projects may apply to any sector.</li> <li>• Projects that require online fundraising will be posted on the Peace Corps website for fundraising.</li> <li>• All donations are tax deductible.</li> </ul>

Grant Program	Funding Source	Program Details
Volunteer Activities Support and Training (VAST)	President's Emergency Plan for AIDS Relief (PEPFAR)	<ul style="list-style-type: none"> <li>• Supports HIV/AIDS-related projects or life skills activities that promote the reduction of risk and improve access to services, medications, or health care to reduce risk of HIV.</li> <li>• Available in select Peace Corps countries.</li> <li>• Available at any post that receives PEPFAR funds (contact the small grants coordinator to learn if your post receives PEPFAR funding).</li> </ul>
Energy and Climate Partnership of the Americas (ECPA)	Department of State, Bureau of Western Hemisphere Affairs	<ul style="list-style-type: none"> <li>• Supports environment-related projects.</li> <li>• Available at Peace Corps posts in Central and South America (contact the small grants coordinator to learn if your post receives ECPA funding).</li> <li>• Funding is provided by the U.S. Department of State.</li> </ul>
Global Education Framework (GEF)	USAID	<ul style="list-style-type: none"> <li>• Supports education-related projects.</li> <li>• Available in Mozambique and Uganda (however, posts may direct you to apply through SPA instead)</li> <li>• Funding is provided under a global framework agreement.</li> </ul>
Feed the Future (FTF)	USAID	<ul style="list-style-type: none"> <li>• Supports food security-related projects.</li> <li>• Available in posts participating in Feed the Future Partnership (contact the small grants coordinator to learn if your post is participating in the partnership).</li> <li>• Funding provided by the Global Food Security Agreement.</li> </ul>

While each program differs slightly, they all work to support the Peace Corps' approach to development and the work that Peace Corps Volunteers are doing in the field. To ensure quality project development and maintain thorough and complete reporting of projects, this handbook provides guidance for the Small Grants Program and required materials. Through the Small Grants Program and the materials outlined here, the Peace Corps intends to assist Volunteers, communities, and posts to create strong, lasting community-initiated projects.

# Roles and Responsibilities

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Numerous stakeholders work together to support the Small Grants Program, including Peace Corps post and headquarters staff, Volunteers, counterparts, small grant committees, and Peace Corps partners. This section describes the primary responsibilities of the many offices and staff involved with managing small grants.

## I. Volunteers and Counterparts

Volunteers work with counterparts and community members to identify and then support development projects that meet locally identified priorities. Throughout the small grants project development process, the Volunteer will do the following:

- Collaborates with community members to identify and develop a project that meets local priorities.
- Assists counterparts to complete and submit a small grant application to the small grants coordinator and small grants committee for review and approval.
- Maintains accurate financial records and receipts.
- Regularly reports status updates to the small grants coordinator and small grants committee.
- Submits final reports with legible receipts and pictures to the small grants coordinator within three months of close of service.
- If necessary, submit a transfer of responsibility form for another Volunteer to assume the project.

## II. Peace Corps Posts

Country directors assign specific small grants support and administration responsibilities to staff members to ensure that all necessary responsibilities are covered.

### A. Country Director

The country director (CD) provides oversight, direction, and accountability for the in-country administration of all small grants programs. In addition, the CD maintains relationships with in-country partners that provide funding for small grant programs.

Following review and recommendation by the small grants committee, the CD must give final approval for each approved grant. The country director must certify and sign off for project cancellations, transfers, requests for more than \$10,000, or requests for additional funds on the Volunteer Liability form and Project Agreement form. The CD has the authority to approve or deny certain costs. When a project's final report is submitted, the CD will sign the document if the report meets Peace Corps guidelines.



## **B. Director of Programming and Training**

The director of programming and training (DPT) typically has direct oversight of the small grants committee and serves as the program chair of the committees. The DPT works with post staff to ensure small grant programs complement the post's programming priorities and are adapted to meet the local development context. The DPT works with staff to provide training to Volunteers, counterparts, and other staff on accessing small grant funding, appropriate use of small grant funds, and designing and managing small grant projects.

## **C. Small Grant Coordinator**

The small grant coordinator is responsible for the day-to-day administration of grant projects at post. The small grant coordinator serves as the primary Small Grants Program contact at post for Volunteers, other post staff, and Peace Corps headquarters grant program support staff. The coordinator stays abreast of program requirements and guidance and ensures that the post's policies, procedures, and approved grants are consistent with such guidance. Volunteers should submit their completed applications through Peace Corps Grants Online (PCGO), the online portal where Volunteers can fill out or download a Peace Corps Small Grants application. Once submitted, the coordinator will review the project and provide feedback. The small grants coordinator will provide project assistance when questions arise.

## **D. Associate Peace Corps Director, Program Manager, and Programming and Training Assistants/Specialists**

Associate Peace Corps directors (APCD), program managers (PM), and programming and training assistants/specialists (PTA/PTS) support Volunteers in their projects or programs to promote effective use of small grant funds. The primary role for programming staff in the small grants process is to support project design and provide project review. They support Volunteers in drafting applications and give advice on how to better design projects. Staff can also help Volunteers consider all options, including local resource mobilization.

## **E. Director of Management and Operations and Financial Assistant**

The director of management and operations (DMO) and financial assistants (FA) handle the financial administration of grant funds. DMOs, with support from FAs, certify that project funds have been spent in accordance with the goals and objectives of each project. They do this by reviewing all receipts, which a Volunteer must present in order to close a small grant project.

# **III. Small Grant Committees**

Each post has a small grants committee. The committee reviews and approves applications for grants, including SPA, PCPP, VAST, and other programs. Each post determines how its committee will be structured, the approval process the committee will follow, and the specific functions and responsibilities of the committee.

The small grants committee fulfills three key functions:

1. Establishes post-specific grant criteria/requirements and processes consistent with the “Peace Corps Small Grants Program Staff Handbook,” (e.g., application submission and review procedures, submission deadlines, etc.)
2. Reviews and approves grant applications
3. Monitors and evaluates small grants and the grant process and reviews and analyzes results, feedback, and data to improve the post’s grant program

#### **IV. Peace Corps headquarters**

##### **A. The Office of Gifts and Grants Management**

The Office of Gifts and Grants Management (GGM) administers the Peace Corps Partnership Program (PCPP) in addition to managing and accepting general donations to the Peace Corps, both monetary and in-kind. GGM is responsible for accepting donations and applying them to PCPP projects, verifying compliance with small grants requirements for PCPP projects, publicizing projects for fundraising, obligating funds for fully funded projects, reviewing project documentation, interpreting small grants requirements as they relate to the PCPP program, and maintaining project records. GGM is the only office authorized to solicit funds on behalf of Volunteers.

##### **B. The Office of Intergovernmental Affairs and Global Partnerships**

The Office of Intergovernmental Affairs and Global Partnerships (IGAP) administers the Small Project Assistance (SPA) program. In addition, IGAP also provides assistance for project managers of small grant programs that are funded by other U.S. government agencies, including grant programs under the Energy and Climate Partnership of the Americas (ECPA), Global Education Framework (GEF) and the Feed the Future (FTF).

##### **C. The Office of Global Health and HIV**

The Office of Global Health and HIV (OGHH) administers the VAST program. This includes managing the agency’s overall PEPFAR agreement and portfolio, verifying compliance with small grants requirements for VAST projects, reviewing project documentation, interpreting small grants requirement related to the VAST program, and maintaining project records.

#### **V. Peace Corps Partners and Donors**

Peace Corps partners and donors contribute funds for posts to issue as small grants. (The Peace Corps does not use its own appropriated funds for small grants.) Even though these funds come from outside sources, once they are received by the Peace Corps they become official Peace Corps funds and must be handled as such. The Peace Corps is accountable for the use of funds from contributing partners and donors and may be required to provide reports.

# Pre-Grant Planning

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## I. The Role of Outside Resources

A cornerstone of the Peace Corps' approach to development is the belief that success is achieved by helping people develop the capacity to use their own skills and resources to improve their lives. Identifying assets and resources from within the community and building on such assets to increase self-reliance and sustainable development are critical elements of the Peace Corps philosophy. Volunteers also help their communities network with other regional, national, and international organizations to identify support for local priorities. This facilitating role can link host country partners to organizations that provide external advice, technical assistance, and even financial resources to help meet community goals. At the same time, programs that connect Volunteer activities to U.S. communities or to Volunteers in other countries contribute to the Third Goal of the Peace Corps: to promote a better understanding of other peoples on the part of Americans.

While sustainable development efforts depend first and foremost on local commitment, resources, and skills, outside resources may help expand a community's own asset base and strengthen an activity's positive impact. However, the following questions should be considered before exploring external resources for a community project.

- **Does the community want the outside assistance?**  
A Volunteer should talk to different groups within his or her community (men, women, youth, community leaders, minority groups) about the project idea and collect background information. The Volunteer should learn what has been tried in the past, even if these approaches have not entirely met the community's stated desire or need. Perhaps insufficient funding was an issue or the community may not have possessed all the necessary skills to carry out the project. A Volunteer may also find that the project is not a priority for the community.
- **Have all local resources been tapped?**  
Perhaps, with the Volunteer's assistance, the community could identify local funding sources, secure technical advice locally, or obtain donated materials in-country. Maybe a community-sponsored fundraising activity could provide the needed money. Have all options for alternative or less-costly materials been investigated? If a community can learn how to identify alternatives or raise funds itself, not only is the local economy supported, but self-reliance is strengthened.
- **Will an outside grant promote dependency?**  
Does the community have a history of using outside assistance? If a Volunteer can help the community build on its own strengths and assets as it gains the necessary skills to establish its own ties with technical or funding organizations, the Volunteer will help that community become more self-reliant. Reducing a community's dependence on external funding is key to the long-term sustainability of the Peace Corps' development efforts.

- **Will a Volunteer’s effectiveness be compromised if their role is identified with outside material and financial resources?**

A Volunteer will help reduce dependency and build greater local capacity in the communities if he or she keeps the role as facilitator in perspective. A Volunteer should carefully weigh the value of any grant or gift he or she helps obtain against the expectations it may create within the community. Consider the impact a Volunteer may have on the role of future Volunteers and development workers in that area if the Volunteer helps identify and secure funds for the community.

If, after considering these questions, a Volunteer still identifies an opportunity to enhance local capacity with outside support, then Peace Corps small grants are an excellent source for funding community-initiated projects.

## II. Small Grant Funding in the Context of the Peace Corps Approach to Development

The Peace Corps general approach to development in its broadest sense is any process that promotes the dignity of a people and their capacity to improve their own lives. Two key characteristics of the Peace Corps’ approach to development are capacity building and sustainability.

- **Capacity Building:** The focus of development work is on the development of the capacity of people, not things. Peace Corps Volunteers help people learn how to identify and prioritize what they would like to change, and to use their own strengths and learn new skills to achieve that change. With this approach, development is not just planting a garden to produce food for the community, but organizing and working with people to establish and maintain their own gardens. Volunteers direct their capacity-building efforts to several different, but integrated levels: individuals, service providers/trainers/multipliers, organizations, and communities.
- **Sustainability:** Sustainability refers to the ability of a project to continue to meet the needs of a community once the initial grant or external source of funding has ended. Volunteers use gender-sensitive, participatory approaches to analyze, design, implement, and evaluate projects to ensure that they have considered different contextual factors, and to support the sustainability of the changes they promote. In addition, Volunteers work to facilitate systems improvements and organizational change that not only increase the potential for sustainability, but often improve the amount or quality of service provided or the volume of business conducted.

Small grant projects should be designed and implemented in a manner consistent with the Peace Corps’ approach to development. Thus, even though projects bring external funds into communities, they should include a significant capacity-building component and should be designed to maximize sustainability.

### **III. Community Ownership**

Many U.S. government initiatives are committed to the principle of country ownership in support of a true partnership with host countries. This holds true for the Peace Corps grants process. A fully engaged host country partner is a crucial element to any successful project and signifies the first step in promoting community ownership of the activity. Strong applications are submitted jointly with a host country national partner and outline the partner's willingness to participate in project planning, implementation, and the partner's commitment to taking ownership of the project for a sustained period of time. Some examples of how to demonstrate community ownership in the grant application are listed below:

- Clearly outline how host country partners contributed to project development.
- Indicate community buy-in and how it was obtained.
- Host country partners should play a crucial role in leading or co-leading program implementation and training.
- If materials will be developed as a result of the project, clearly outline how the community will contribute to the development of the materials.
- Outline a plan for project sustainability after the Volunteer has completed service and will no longer be involved in activities. For example, indicate a strategy for continuing the project without Peace Corps involvement or guidance.

### **IV. Other Considerations**

- Consider how the project might incorporate elements of cross-sector programming priorities (CSPPs) identified by the Peace Corps. CSPPs are cross-sector areas of development and include Gender Equality and Women's Empowerment, potential environmental impact, HIV/AIDS, Technology for Development, and host country volunteering and volunteer programs.
- Specific to the Gender Equality and Women's Empowerment CSPP, consider if the activity has incorporated gender-sensitive approaches that take into account gender roles, gender-based violence stereotypes, and ways to foster gender-sensitive community-development activities.
- Any project that addresses a health concern in a community should include a brief description of the health epidemic (HIV, malaria, etc.) in-country and how it impacts the target community.
- If it is a health project, activities could include a component that provides information on prevention, care, and referral services.
- Consider the environmental impacts of the project.

### **V. External Funding**

The Peace Corps Manual, Section 720, states that "Volunteers are prohibited from accepting gifts on behalf of the Peace Corps." The definition of "gift" in the Peace Corps Manual is, "a gratuitous transfer of voluntary services, money, or property (whether real, personal or mixed, tangible or

intangible), received by gift, devise, bequest, or otherwise. It includes but is not limited to grants or donations of money, in-kind, voluntary services, or technical assistance.” **The only authorized mechanism for fundraising for a Volunteer project is through the Peace Corps Small Grants Program.** This program exists in order to facilitate the appropriate channeling of funds to a Volunteer’s community by funding a small project that requires community engagement, monitoring and evaluation, and strong project design and management, as well as reporting on the completion of a project.

**Volunteers may not directly accept funds for small projects from sources outside of the Peace Corps Small Grants Program (i.e., from friends and/or family or grants from local companies or embassies), or utilize online forums outside of the Peace Corps for fundraising.** Although Volunteers may never directly accept funds from non-Peace Corps organizations, they may *assist* their community members in grant writing or application development to help the community apply for funds from external (non-Peace Corps) organizations. Applications for external grants or funds must be written in the name of the community or a community representative, not in the name of the Peace Corps Volunteer. When proposing any project or initiative, the Volunteer should consider external funding only as it contributes or supports the Peace Corps’ approach to development.

Occasionally, external organizations may reach out to Volunteers or posts directly to encourage them to apply for funds. You should direct these organizations to the Office of Gifts and Grants Management immediately ([donate@peacecorps.gov](mailto:donate@peacecorps.gov)). GGM will then clarify the Peace Corps policy to the organization and lay out the most appropriate way to move forward.

# Grant Requirements

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All Peace Corps small grants must satisfy the same basic requirements. Peace Corps staff uses these requirements to ensure that projects meet community needs as well as follow Peace Corps guidelines. In addition, this section pinpoints limitations on project costs that cannot be funded by a Small Grants Program grant and costs that require country director approval. Volunteers must check with their individual posts for post-level small grants guidance. **Peace Corps headquarters will defer to post-level guidance in cases where posts have implemented more stringent policies.**<sup>1</sup>

## I. Basic Grant Requirements

Peace Corps small grant funds can be used in various ways to support community-led development initiatives in a wide variety of programmatic areas, including Agriculture, Community Economic Development, Education, Environment, Health, and Youth in Development. Cross-sector programming priorities (CSPP) of gender equality and women's empowerment, youth as resources, girl's education, the prevention of HIV/AIDS, support for people with disabilities, volunteerism, and technology for development can also be addressed. Regardless of the funding source chosen by the Volunteer (SPA, VAST, PCPP, ECPA, GEF, or FTF), all projects supported with Peace Corps small grant funds **must do the following**:

- Be community initiated and directed
- Meet a determined community need
- Promote capacity building
- Include indicators of success through monitoring, reporting, and evaluation
- Incorporate cross-sector programming priorities where feasible
- Support a stand-alone activity with definite start and end dates and concrete goals and objectives
- Be scheduled for completion within one year and to end at least three months before the Volunteer's close of service date
- Not exceed U.S. \$10,000 in funding from the Small Grants Program, except as authorized by the appropriate regional director and the associate director of the Office of Strategic Partnerships (OSP) or the director of the Office of Global Health and HIV/AIDS (OGHH) for VAST projects
- Include a community contribution of at least 25 percent of the total estimated project cost

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<sup>1</sup> For example, if posts determine that projects should be less than \$10,000, Peace Corps headquarters will defer to this post-level policy.

In addition to these requirements, each post may also choose to develop country-specific guidelines to better reflect local community development issues and priorities. For example, a post may have established its own requirements regarding maximum grant size, minimum community contribution, or whether projects can be developed outside of a Volunteer's primary assignment or sector. For more information on these potential guidelines, the Volunteer should contact the small grants coordinator.

## II. Key Components of a Project

The following are key components of a grant project:

### A. Community Initiated

*The project is community initiated and directed.* Each project should be designed to serve the needs of the immediate community of the Volunteer. This ensures that the community is the driving force behind the project and will take ownership once the Volunteer's portion is complete. All small grants projects should be initiated, designed, and implemented by a local community organization or group, with the support of a Peace Corps Volunteer.

The first action a Volunteer should take before developing a project is to complete a community needs assessment to ensure appropriate project selection and community buy-in. Volunteers should conduct this needs assessment using the skills they have acquired from the [Participatory Analysis for Community Action \(PACA\) manual](#), which is provided by Peace Corps Information, Collection and Exchange (ICE), a unit of the Office of Overseas Programming and Training Support (OPATS).

Once a project area has been identified, the following questions should be considered during project development and included on the application:

- Who first proposed this project?
- What are the roles and responsibilities of community members?
- How involved are the beneficiaries in project planning?
- How will the community oversee the project?
- If the project was proposed or is supported by a person outside the local community, is it clear community members really want or need it, intend to participate, and want to use their resources in this way?

### B. Meet a Community Need

*The project meets a pressing community need.* This guideline helps to establish the merit of the particular project among a host of other expressed needs. The following questions should be asked:

- What indicates this project will meet a need community members consider important?
- What are the benefits—both immediate and long term? Are these measurable, either quantitatively or qualitatively?
- Why is this project a priority?



### **C. Demonstrate Sustainability**

*The project inherently promotes sustainable community development.* “Sustainable” refers to the ability of a project to continue to meet the needs of a community once the initial grant or external source of funding has ended. In order to build mechanisms into the planning process that promote this type of long-term success, Volunteers and their community partners should consider these questions:

- Can the project operate self-sufficiently or be revenue-generating?
- What external or internal activities will you conduct to sustain the project after outside funding ends?
- How long is this project anticipated to be in use or have an effect?
- Is there clear community participation and oversight for the project?
- How will any buildings, parts, or machinery be repaired or replaced?
- Does the community have the resources (human, financial, or material) to sustain the project long-term?
- Could the community replicate or teach the implementation of this project in the future?

### **D. Demonstrate Capacity Building**

*A capacity-building element is included in the project.* “Capacity building” refers to strengthening the skills, competencies, and abilities of people in the local community so they can overcome obstacles that inhibit them from realizing their developmental goals. Capacity building is an important part of any project, as it helps to ensure continued development long after outside funding has ended.

Because development activities often address specific tangible needs, it is common for Volunteers to develop projects for municipal development-based projects such as school or latrine construction, building renovations, small business expansions, etc. These types of projects—though providing valuable assets for the community—must still demonstrate an active capacity-building aspect.

While the actual process of developing a small grant project in itself has value for the community, the project should contain aspects which achieve one or both of the following:

- The project builds the capacity of people: There is an inherent skill-building type of education that takes place during the project. This could be informal (i.e., in constructing latrines, community members gain new knowledge that will allow them to replicate that activity in the future) or formal (i.e., the project trains community members on good hygiene practices in addition to building latrines).
- The project builds the material capacity of the community: The outcome of the project will increase self-sufficiency in development activities and/or enable community members to carry out activities that build the capacity of people. For example, a community might build a new room for the local school, which will enable them to better educate their children; or a project might purchase a loom for a women’s cooperative to help them get a weaving project off the ground.

Lastly, as all Small Grants projects include a budget and require financial management, a significant component of capacity building is ensuring the transfer and honing of financial

management skills on the part of the community. The Peace Corps Small Grant Program encourages the use of the Financial Management and Capacity Building Assessment Tool ([Appendix 1](#)) as a two-fold resource for Volunteers and their communities in determining initial capacity for financial management. The tool should be used (a) in the planning and design phase of the project between the community and the Volunteer and (b) to determine which disbursement method is an option for the project (see Section B in Processing Approved Projects).

During the project design phase, the tool assists Volunteers and their communities to work through the strengths and challenges of community's capacity for financial management, and determine a score that rates their level of readiness and the next project design steps. Though not lengthy, the tool requires critical thinking and action to ensure a project's finances will be used, managed, and reported on by a community in line with the project's stated goals. At the project design phase, the scores may equate to key actions:

Score	Project Design Action
0-6	Consider strengthening capacity of the community organization or group prior to designing a small grant project; work with the community to establish a bank account with several signatories; discuss and practice budget planning and project management; ensure counterparts attend PDM workshop; community may not be directly responsible for managing funds
7-12	Ensure counterparts attend PDM workshops; community may not be directly responsible for managing funds; Volunteer may need to assist in direct fund and project management
13-18	Community is prepared and adequately trained to manage Peace Corps grant funds and successfully implement a small grant project; proceed with project design and determine which community counterpart will assist or directly manage funds

#### **E. Demonstrate Value of Volunteer Work**

*Monitoring and evaluation is built into every project plan.* The Peace Corps' contribution to the development community can be demonstrated through monitoring and evaluating volunteer efforts and results. A monitoring and evaluation (M&E) plan should be incorporated from the beginning of project design. Projects should include the following:

- An M&E component that has specific indicators for how learning or changes in behavior will be measured
- A plan to address how learning will be enhanced or how access to the information might promote behavior change among individuals who receive the training or service provided
- Set targets to demonstrate how the project will be beneficial to recipients and the community at large
- Project goals that state participant gains and improvements

## F. Include Indicators of Success

*Indicators of success are identified.* Indicators should be linked to the project's monitoring and evaluation plan. Indicators of success are quantifiable measurements, agreed to beforehand, that measure a project's progress toward its goals and objectives, and demonstrate desired changes are taking place. They measure both tangible (e.g., acres of forest preserved, number of women training in new gardening techniques) and intangible outcomes (e.g., an increase in self-esteem among the participants). Indicators include, but are not limited to the following:

- Participants acquiring new skills that improve their quality of life (e.g., literacy, new English or math skills or new agricultural techniques)
- Improved capacity of participants to define and meet goals and objectives in the future (e.g., ability to set up a working group to address a problem or enhanced planning skills)
- Presence of linkages with similar groups or networks (e.g., learning how to connect with other organizations and people)
- Improved decision making (e.g., changes in attitudes such as gender inclusiveness or willingness to share ideas)

## G. Community Contribution

To verify community ownership and initiation, as well as to enhance the long-term sustainability of the project, a 25 percent **minimum** community contribution of the total project cost is required.

This contribution often includes, but is not limited to, the costs of manual labor and transportation associated with the project. Host community contributions might also include direct contributions or raw materials or cash. (If the community contribution is cash, the project plan must clearly detail how the cash will be spent). Contributions from local or other in-country sources, such as indigenous organizations, local businesses, or government ministries, can also be considered as the community contribution. However, a contribution from an international organization cannot be considered as part of the community contribution (e.g., contributions from USAID, United Nations organizations, foreign embassies, or international NGOs such as CARE, Save the Children, or the International Red Cross). Please see Section I, below, for clarification on third-party contributions.

Volunteers may help their communities quantify how much time, labor, transportation, property, and financial or material support the community will provide (See [Appendix 2](#)). Most often, communities contribute well above the 25 percent minimum requirement. During project implementation, these contributions should be documented, invoiced, and submitted with the final report.

## H. Third-Party Contributions

Third-party contributions are contributions given by an entity (group or individual) outside of the community. These contributions may be in the form of cash or in-kind support for a project, but must be included separately in the project budget. Volunteers should work with their communities and post staff to determine how best to classify the organization, individual, or entity.

Contributions from the following may be considered a third-party contribution:

- Large, international NGOs (CARE, World Vision, Save the Children, Plan International, UN organizations, etc.) that are located in or near a Volunteer's community
- International NGOs located outside of the Volunteer's country

It is important for Volunteers to understand that including a third-party contribution increases the total project budget, which will, in turn, increase the required 25 percent community contribution. (The total project budget includes the amount requested from the Small Grants Program, the third-party contribution, and the community contribution.) This ensures that the community is fully invested in the project, and that third-party contributors are not leading or overtaking the project based on their own mission or goals. In some cases, third-party contributions raise the project total significantly, requiring the community contribution to increase proportionally, in order to maintain the minimum percentage.

While third-party contributions are certainly an option for cost sharing, **projects should never be designed around the option of having a third-party contribution.**

Volunteers should also be aware that funds from third-party contributors, particularly larger, international organizations, may encounter some logistical challenges in transferring of funds to the project. Volunteers should not manage third-party funds; any funds from the third party must be directly given to the community or managed by local representatives of the third-party organization.

### **III. Limitations on Small Grants Program-Funded Project Costs**

All costs funded with Peace Corps small grant funds must be reasonable, appropriate, and justified in light of the project activities and objectives. The following limitations apply specifically to costs covered by grant funds. If the local community chooses to provide or pay for any of the following outside of the grant funds, it is acceptable and does not require an approval request.

- **Land and other capital assets**  
Grant funds cannot be used to purchase land. If grant funds are approved to construct or equip a building, prior to approving the project, the small grants committee must ensure the community has clear title to the land on which the building will be located, has a signed, long-term lease, or has an officially approved agreement providing long-term access to the land. If the land is under a long-term lease, the community organization must demonstrate that it will be able to cover any monthly rent required by the landowner.

- **Loan funds**  
Grant funds cannot be used as loan collateral or to supplement a community organization's revolving credit or loan fund. However, if the community generates income as a result of grant project activities, it may elect to use this income to establish a credit or loan fund to continue or expand project activities.
- **“Sub-grant” projects**  
Recipients of Peace Corps small grant funds may not award project funds to other persons or groups in their community in the form of a secondary small grant/cash prizes/loan. If grant project participants would like to use skills and/or knowledge gained as a result of project activities to design a follow-up project, the Volunteers and the community should apply for funding for the second project through the normal Peace Corps small grants approval procedures.
- **Contingency funds/multiple funding sources**  
Grant budgets should not include funds for undefined or unexpected “contingencies” or similar cost categories (e.g., “unexpected costs”). This includes, but is not limited to, applying for funding from multiple grants sources.
- **Alcoholic beverages**  
Grant funds may not be used to purchase alcoholic beverages.
- **Recurring costs**  
Grant funds cannot be used to cover regularly recurring monthly expenses (e.g., rent, telephone service and utilities, Internet service) beyond an initial start-up period of three months. Calculations of in-kind contributions should not include recurring costs beyond three months. If start-up costs will be covered by the grant, there must be a clear sustainability plan demonstrating how the community will pay for the costs beyond the start-up period.

#### **IV. Costs that Require Country Director Approval**

Country directors have authority to approve requests for certain costs that are not normally approved. The Volunteer must submit a Project Cost Approval Request form along with the project application to the small grants committee. This request must include written justification for each cost requiring approval. The justification should describe how the costs will contribute to the overall success and capacity building of the project. The small grants committee will review the justification and forward its recommendation to the country director for his/her final decision. Should costs be incurred without a signed approval request, the Volunteer will be responsible for paying for the unapproved cost. Most projects should not be designed in such a way that requires the costs listed below, as approval requests are to be considered only when absolutely necessary. A template of the approval request document can be found in [Appendix 3](#).

Project costs that require an approval request:

- **Giveaways, prizes, and celebrations**

Generally, grant funds cannot be used to purchase giveaways,<sup>2</sup> prizes, celebrations, or other similar items or activities. However, if the use of grant funds to purchase these items will support the realization of project goals and objectives and the small grants committee supports this use of funds, volunteers may submit a Project Cost Approval Request form to the country director.

- **Motor vehicles and other conveyances**

Grant funds cannot be used to purchase motor vehicles and other transportation conveyances that are intended primarily for personal use. In limited circumstances, funds may cover the costs of these items if the project clearly demonstrates that the goods are integral to the objectives of a project, intended for shared use, and benefit more than a single individual or business. Volunteers will be required to include a detailed description for the use of the vehicle, including plans for maintenance and upkeep.

- **Volunteer costs**

Generally, grant funds may not cover costs to support or benefit Peace Corps Volunteers. Grant funds may not pay for per diem for Volunteers. The Volunteer may submit a Project Cost Approval Request form for country director approval for funds to cover modest travel, lodging, and food costs related to a project if the Volunteer is traveling with host country counterparts and such costs are necessary for the success of the project.

- **International travel**

Allowing international travel to be included in a project must be considered very carefully. In most cases, the Peace Corps will not approve international travel costs due to potential logistic and liability issues. Peace Corps staff will consider the following issues when deciding whether to approve a Project Cost Approval Request for this cost:

- Where is the training component? Take into consideration the distance necessary to travel. If the training is simply across a border, and participants may easily drive to the training, the inclusion of the travel cost may make sense. However, if airfare or several hours of travel is included, the inclusion of the travel cost will not be considered.
- Will the attendees learn something new and transfer skills to others when they return?
- Does the project meet the small grants requirement to be sustainable and to build local self-reliance?
- Is this project making the best use of small grants funds? Could the participants/conference attendees and their organization get the same benefit from attending a conference or training in-country?

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<sup>2</sup> In most cases, T-shirts are considered giveaways; however, if T-shirts are given to participants as a uniform or a means of raising awareness, they may be included in the grant budget. If there is any question surrounding the cost, Volunteers should fill out a Project Cost Approval Request form.

- What are the potential logistical problems, i.e., if a person misses their plane and has to pay extra money to get home, how will this be paid for?
- Who is responsible or liable for the person and/or their actions while traveling? If the Peace Corps is funding the travel, is the agency liable for anything that goes wrong when the attendees are in the States or another country?

## V. Projects Requesting over \$10,000

All Peace Corps small grants—regardless of funding source—have established a maximum grant request amount of \$10,000 U.S. (Although the grant request may not exceed \$10,000, total project costs may exceed \$10,000 when added with the community contribution and, if included, a third-party contribution.) This limit takes into consideration several key factors:

- **Volunteer safety and security**

As with all aspects of the agency’s operations, Volunteer safety and security is a top priority. In cases where Volunteers receive small grant funds directly into their Peace Corps bank accounts, they inherently take on a measure of risk. For example, due to banking fees, Volunteers often opt to take out larger sums at once, which increases the risk of robbery or theft. Additionally, in cases where Volunteers are known to have access to large amounts of money, they may be pressured to use grant funds for costs not associated with the project. These situations, and more, can contribute to an overall view that Volunteers are a conduit for funds to the community, which may increase overall risk and diminish their effectiveness.

- **Logistics and money management**

Projects in excess of \$10,000 are considerably more difficult to manage and implement. Larger projects typically have a longer implementation timeline, and *all* project expenses and their corresponding receipts must be noted and secured throughout project implementation. If the Volunteer and his/her counterpart do not have prior experience with managing large sums of money, they must have a strategy in place to ensure funds are not lost or misused, and are kept in a secure place only accessible by the appropriate parties. Post staff must be prepared to work with or guide the Volunteer as he/she plans the financial management for the project.

- **Liability**

Volunteers are required to sign the project agreement and liability forms, which state that “any project funds disbursed to the Peace Corps Volunteer that cannot be accounted for or were spent on non-approved costs, lost, or stolen may be deducted from the readjustment allowance as a debt owed to the Peace Corps (Pursuant to MS 223).” Accounting for and managing funds in excess of \$10,000 exposes Volunteers to much greater liability, which may not be completely covered by their readjustment allowance. Employing a \$10,000 limit mitigates, to some extent, risk to Volunteers.

- **The Peace Corps’ approach to development and the role of outside funding**  
A \$10,000 limit both facilitates the large majority of Volunteer projects and preserves the agency’s mission to provide trained men and women—not funds—to aid its host countries. Remember, it is the Peace Corps *Small Grants Program*!

Though the \$10,000 limit is in place for these reasons, in some cases it may be appropriate for a project to go above that amount. If a grant request exceeds \$10,000, post staff will work with Volunteers to complete the approval process detailed below.

#### **A. Exceptions to the \$10,000 U.S. Limit**

The Small Grants Program acknowledges that there may be rare instances when it is necessary and appropriate for a project to exceed the \$10,000 limit. Post staff will take into consideration the higher risks and responsibilities associated with a large-scale project and will ensure appropriate implementation and financial management.

#### **B. Post-level Approval Process for Projects above \$10,000**

Projects requesting more than \$10,000 must still satisfy all Small Grants Program requirements, as noted in the Grants Requirement section. Once the project is submitted, the small grants coordinator will work with the Volunteer to fill out the form, Projects in Excess of \$10,000 Approval Request. The request will contain written justification for the project and proof of financial management planning by the Volunteer and community. (If the project is requesting funds from PCPP, the Volunteer must show evidence of a resource strategy, including a network of potential donors. This will be used to demonstrate the ability for the project to receive donations that, together, will total greater than \$10,000. These referrals will be contacted by the Peace Corps on behalf of the Volunteer.)

The small grants coordinator will also complete a section of the Projects in Excess of \$10,000 Approval Request form ([Appendix 4](#)) from the post’s point of view that considers available funding at post and, if a PCPP, the additional time that will be required for fundraising on the Peace Corps website. If the project is to be funded by SPA, VAST, ECPA, FTF, or GEF, the small grants coordinator will determine if there are enough funds at post to warrant one large project exceeding \$10,000 versus several smaller projects. For PCPP, Volunteers and post must consider the time it may take to fundraise for a project exceeding \$10,000.<sup>3</sup> The Volunteer must have a backup plan in the event the fundraising goal is not reached in time.

The small grants coordinator will also be responsible for detailing the post’s processes and procedures for ensuring the project will be successfully implemented and completed. This includes the post’s strategy to assist the Volunteer throughout the life cycle of the project. These may include monthly check-ins with the Volunteer and community, periodically collecting written progress reports from the Volunteer, and/or reviewing project expenditures and receipts throughout the project life cycle.

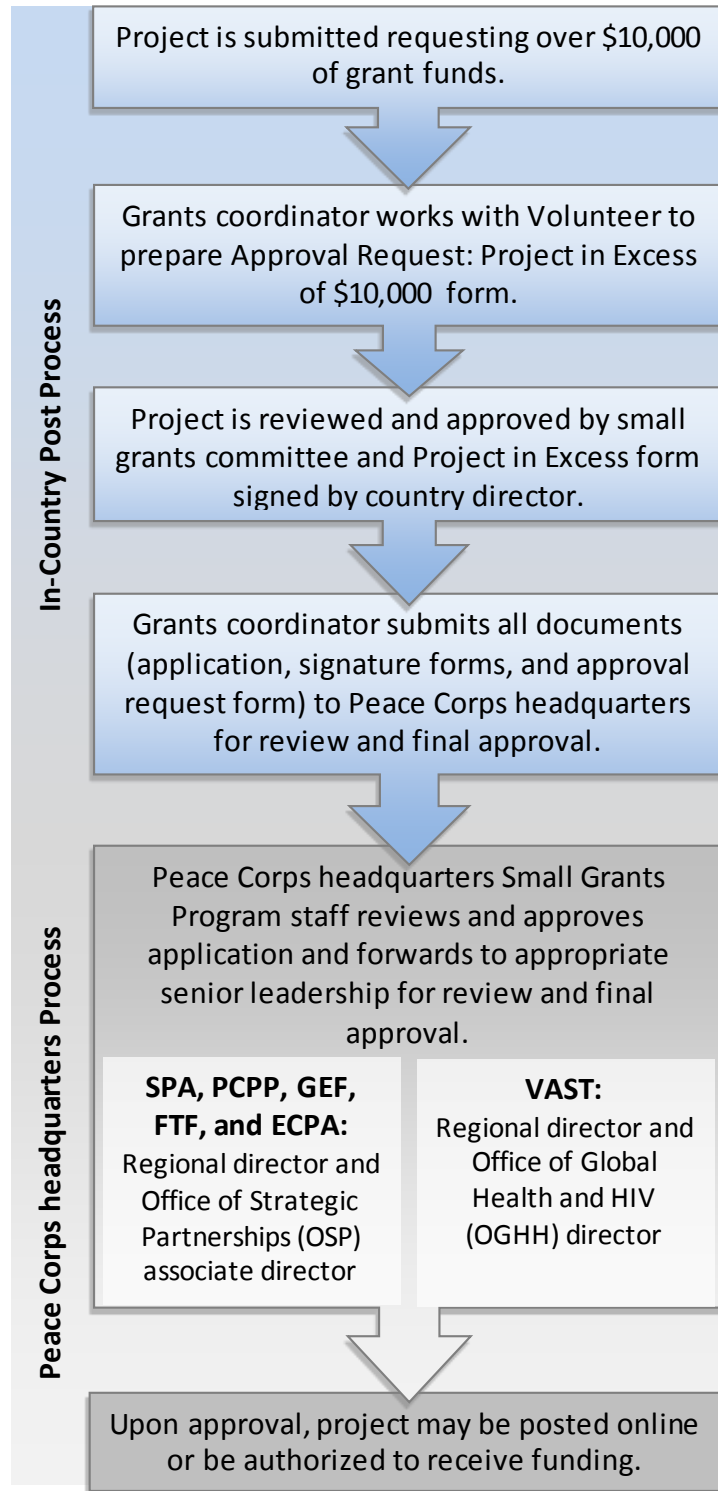
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<sup>3</sup> Projects requesting \$5,000 or below take an average three months to fund, depending on a Volunteer’s fundraising plan. Often PCPP projects requesting \$10,000 or above take an exceedingly long time to fund or Volunteers submit a budget amendment to implement the project on a smaller scale.



It is important to note that the Projects in Excess of \$10,000 Approval Request will be reviewed by Peace Corps headquarters leadership, which includes the appropriate regional director, and the associate director of OSP or the director of OGHH. Justifications must be well-written and thorough to ensure final approval. Before submission of the project to the small grants committee at post, the Volunteer and small grants coordinator must sign the Projects in Excess of \$10,000 Approval Request form.

The completed and signed request form must be attached to the application and reviewed and approved by the post's small grants committee. Once the application is approved, the country director will sign the Project Agreement form, as well as the Projects in Excess of \$10,000 Approval Request. The small grants coordinator must submit all documents signed by Volunteer, community, and CD (application, signature forms, and Projects in Excess of \$10,000 Approval Request) to Peace Corps headquarters Small Grants Program staff for final approval.



### C. Peace Corps Headquarters Approval Process for Projects above \$10,000

Once the application for a project in excess of \$10,000 is received at Peace Corps headquarters, the appropriate Small Grants program staff will review the project documents and all supplementary materials for approval. Following this, the project must

be approved by the appropriate regional director and either the associate director of OSP (SPA, PCPP, ECPA, FTF, or GEF) or the director of OGHH (VAST). Peace Corps headquarters staff will review each project taking into consideration the key factors listed above (Volunteer Safety and Security, Logistics/Money Management, Liability, the Peace Corps' approach to development, and the role of external funding). Once approval is obtained and all signatures are collected, the project may be posted online to fundraise or receive funding.

#### **D. Implementing a Project**

Projects in excess of \$10,000 require a greater amount of oversight and management by post staff. Staff should define project milestones when filling out the Projects in Excess of \$10,000 Approval Request and undertake regular check-ins to ensure the project is on-time, on-budget, and properly managed. Project files should document regular check-ins from programming and financial staff and a quarterly review of receipts and project progress. Answers to these questions should be noted:

- Does documented spending (project log) match receipts?
- Does the calculated project balance match the bank balance?
- Have there been any delays in the timeline?
- If PCPP and fundraising online: What is the fundraising status? If the full project amount has yet to be donated, is there still time to implement the project?

In an effort to uphold the Peace Corps' approach to development, all projects in excess of \$10,000 require detailed planning, thorough review, and several approvals. Volunteers submitting projects above \$10,000 should be prepared to undertake a more detailed initiative; they may wish to work with their communities to consider scaling down a large project into smaller individual activities that support the original project goals.

## **VI. Projects that Require Special Consideration**

### **A. Scholarship Programs (PCPP and SPA Only)**

Scholarship programs can be effective tools to encourage education and increase retention in schools. When creating a scholarship program, it is important to plan strategically for the long-term administration and sustainability of the program. Scholarship programs must also put in place checks and balances to ensure that funds are accounted for and applied as planned. This process involves significant planning and the inclusion of host country nationals and local organizations. The following key points must be addressed in order for a scholarship project to be approved for funding:

- **A small grants application must be submitted**  
Applications must be consistent with the small grants program guidelines outlined in this handbook. The application should spell out very specifically the process host country nationals will use to identify, evaluate, and select recipients and should show a plan for sustainability.

- **The program should become self-sustaining**  
The program's survival—financial and administrative—should not be continually dependent on Volunteers or small grants funding.
- **Help organize a selection committee**  
Creating a committee that will plan how the scholarship program will operate is one of the most important steps. The ultimate goal for the Volunteer should be to assist the community in developing a selection committee and process comprised entirely of host country participants. Volunteers should not be part of the selection process.
- **Selection process**  
Volunteers must not be in a position where they may be perceived as handing out money or be involved in the selection or evaluation of students as recipients of money. The project must demonstrate that only host country nationals should be in charge of the process of nomination, selection, and administration of any funds used for this purpose.
- **Host country nationals**  
Host country representatives from all levels—from the recipients' families to the local or national governments—should be involved.
- **Local organizations**  
If a local organization is involved with the scholarship program, Volunteers, with the help of post staff, should assess the reliability and capacity of the organization for stewardship and management of scholarship funds.
- **No scholarship project may last longer than a school year**  
No scholarship project may last longer than the current school year. If the community would like to have scholarships again the following year, a new small grant application must be submitted.
- **Expectations and evaluations**  
Set realistic expectations and evaluate how well these expectations have been met during the first year. In subsequent years, the scholarship program committee should meet annually to evaluate the previous year and make any changes to the next year's strategy.
- **Final reports must be sent in as well as any extra money**  
Scholarship reporting requirements are the same as Partnership Program requirements (i.e., final report, receipts with financial accounting summary). At the end of each year/project, as with all small grants projects, any unused funds should be returned to the appropriate small grant funding source.

## B. Training and Skills Building Camps

Volunteers may provide training and skills building in a camp-like setting and, under certain conditions, camps may qualify for small grant support. However, Volunteers should not be setting up or running camps by themselves. Volunteers should work with a local school, community counterpart or NGO that will sponsor or lead the camp. Appropriate roles for Volunteers include developing technical content and curricula, creating a learning environment, providing training to prepare camp counselors to lead camp sessions, supporting community-led fundraising efforts, and assistance with planning and logistics. Camps supported by small grants should not focus solely on sports or recreational activities. (See [Peace Corps Youth Camps Manual](#) for more information.)

Small grant projects for camp-related activities should include the following:

- Include clear project description with goals and objectives
- Obtain community buy-in, including community and counterpart contributions to cover up to 25 percent of the project cost
- Funds requested for infrastructure, equipment, and materials should support the training to be provided, and not be included as the principal justification for grant support
- Grant funds cannot be used to purchase giveaways, commemorative mugs, or prizes; when these items are considered essential to the success of a training project, funds to purchase them should be contributed by the community or a third-party organization
- Monitoring and reporting indicators that will measure project outcomes
- Follow-up plans for sharing the learning of campers with peers and the community at large and applying the skills learned during the camp experience in the community throughout the year
- Activities should generally take place within the community and not require travel on the part of the Volunteer or camp participants
- Camps must be safe and should make parents/guardians aware of activities involved
- Staffing of the camp should be well planned, as enough staff must be present to manage all participants
- As with any small grant, a community or organization should assume responsibility for designing the camp, submitting the application, managing the funds, running the camp, and completing reporting requirements, assisted by the Volunteer.

## C. Water, Agriculture, and Natural Resource Management Projects (SPA and FTF)

As part of the Peace Corps' agreement with USAID, the FTF and SPA programs' Initial Environmental Examination (IEE) requires Peace Corps Volunteers to complete an environmental checklist for water, agriculture, and natural resource management small grants. The environmental checklist is part of the PCGO small grant application. Additionally, Volunteers should note that **USAID requires water quality testing for all well projects, including drinking water, agriculture, and/or irrigation wells**. While FTF funds may be used for agricultural and irrigation well projects (See [Appendix 5](#):

[Well Project Requirements for FTF](#)), **SPA funds should not be used for these projects.** As it pertains to water, SPA funds may only be used for water, sanitation and hygiene trainings; hand-washing projects; behavior change activities; materials development; community-led total sanitation; community organization; and latrine projects. These activities are consistent with USAID program element indicators for water sanitation and available Peace Corps WASH training materials, which can be requested from your Peace Corps staff.

# Monitoring, Reporting, and Evaluation

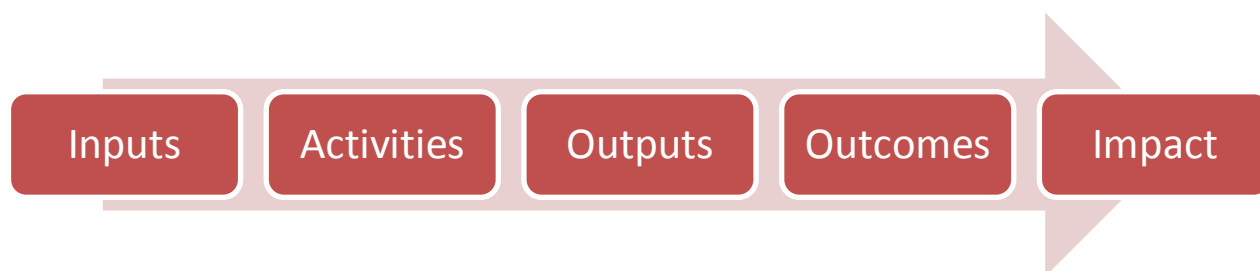
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## I. Demonstrating Progress toward Project Goals and Objectives

One of the most important aspects of planning a project is determining how to demonstrate, or measure, the success of the project once completed. Documenting the outcomes of small grants projects provides tangible evidence of the impact of Volunteer activities. Further, evaluating the success of a project advances the agency's ability to demonstrate the degree to which the Peace Corps is achieving its strategic goals and enables the Peace Corps to promote transparency by sharing the results of its work with communities and funding partners.

Volunteers and their community counterparts will create goals and objectives for their projects. This includes creating indicators to measure outcomes that will be reported in the final report at the end of the project. These indicators of success must be determined prior to project implementation.

Volunteers may find it useful to create a logical framework, or logic model, to plan their project and set up a monitoring plan for reporting at the completion of the project. A logic model is a visual representation showing the sequence of related events (e.g. inputs, activities, outputs, outcomes, impact) that connect the need for a planned activity or set of activities with the desired outcomes and results (or goal and objective). [Appendix 6](#) provides guidance for designing a logic model.



Each project must include indicators to measure progress toward a project's goals and objective, and can be included in the logic model as well.

All projects should have a clear purpose or intended outcome, and set goals and objectives for how the Volunteer and community plan to achieve the final result.

- **Purpose:** The project purpose statement describes the main target group and the broad public benefit that will result from the project (long-term outcome or impact). The purpose should reflect the visioning process that has occurred with stakeholders. Purpose statements should be long-term.
- **Goal:** Project goal statements articulate intermediate or longer-term outcomes that need to occur to achieve the project's purpose.

- **Objectives:** Project objectives articulate the most significant outcome(s) that will result from Volunteer and partner activities and will contribute to achievement of project goals.

A small grants project should not have more than three overarching goals. If the project is requesting funds from SPA, VAST, ECPA, GEF, or FTF, one of the goals may match the required program indicators (found in the Grant Selection Menu section).

Each goal and objective must be linked to an indicator of success for their project. See [Grant Requirements, II. Key Components of a Project, Section F](#) to learn more about creating indicators.

Last, Volunteers will need to determine who is responsible for collecting data for each indicator, and when the data collection should take place.

## II. Standard Small Grants Indicators

In addition to the project-specific goals, objectives and indicators, all Peace Corps small grants include a standard set of indicators that are applicable across all project types. As all projects are required to incorporate a capacity-building element, these standard indicators will measure if the project was able to build community capacity. Further, these indicators measure if the newly learned skills or technologies have been adopted by project participants. To this end, all small grants projects will measure against these indicators:

PCGO Portal, Peace Corps Application: Part 2 of 2, Tab 2: “Classification and Indicators, section Initial Indicators” shows indicators that must be measured across all small grants projects: capacity development and new technology and practices.

For the capacity-development indicator, the Volunteer must first determine the unit of measurement. Will the project target individuals, service providers, or an organization/association?

- **Individual members of the community:** The main focus of the Peace Corps, whether directly through the work of Volunteers and their work partners or through those trained by Volunteers, is to build capacities at the individual level so community members are empowered to improve their quality of life, be they individual students, farmers, clients served by an NGO, or others.
- **Service providers, trainers, or multipliers:** Strengthening capacity of service providers, trainers, or other multipliers, be they teachers, leaders of an NGO, peer educators, or managers of a farmers’ cooperative, helps ensure local leadership for continuing activities into the future.
- **Organizations/associations:** Strengthening organizational capacity, such as management skills within an NGO, helps support other activities in an ongoing, functioning, and supportive environment.

For this indicator, the community and Volunteer will choose the one that best fits the project and determine a target for that indicator.

For the new technology and practices indicator, the community and Volunteer must determine if project participants adopted or changed their behavior according to the project. For example, if the project focuses on gardening, how many participants are expected to adopt new fertilization or planting techniques? If this were a latrine-building project, how many community members might incorporate hand-washing after using the new latrine?

### III. Funding-Specific Indicators

Volunteers are required to provide indicator information for their selected funding source (for SPA, VAST, ECPA, GEF, and FTF in particular). Post staff should assist Volunteers in understanding which indicators apply to their projects. These indicators are essential to monitoring and evaluating projects and programs, and will be submitted to the appropriate Peace Corps office for reporting purposes. The graphic below summarizes the reporting requirements specific to each program:

#### PCPP

- Peace Corps Partnership Program will solicit friends and families on behalf of the Volunteer, as Manual Section 720 prohibits Volunteers from directly soliciting for funds. In the referral section of the application, Volunteers should provide contact information of friends, family, and/or organizations for Peace Corps headquarters to solicit these individuals or organizations. Volunteers are free to share the project webpage when it has been posted to the Peace Corps website to assist in fundraising.
- Project indicators should be outlined and maintained in the monitoring and evaluation section of the application. PCPP and the Volunteer should review the goals and objectives sections when monitoring and evaluating the outcomes of the project.

#### SPA

- For all SPA funded small grants, Volunteers must report on Foreign Assistance Framework standard and custom indicators according to the program element(s) agreed upon by Peace Corps and USAID.
- Additionally, for SPA and FTF projects only, an environmental checklist is required for agriculture, water, and natural resources management small grants.
- Indicator and activity data must be reported to the mission in a mid-year and annual report.

#### VAST

- For all posts, the application and completion report include a set of standard indicators for VAST that have been established by the Peace Corps and the PEPFAR initiative.
- These indicators are the same as those used by posts for reporting all HIV/AIDS work in the Agency Initiatives Report.



## ECPA

- The ECPA program is established through an agreement with USAID and operates in the same manner as SPA.
- Select posts that have ECPA should work with the USAID mission to identify "custom" indicators specific to their country.

## GEF

- The GEF program is established through an agreement with USAID and operates much in the same manner as SPA.
- Select posts that have GEF funds available to them should work with their Peace Corps headquarters contact to determine indicators specific to their country.

## FTF

- FTF indicators are determined by the FTF coordinator along with the USAID mission in-country. Volunteers should report on all indicators relevant to their projects.

## IV. Data Quality

Data demonstrate results, measure progress toward goals, and help inform policy decision making. Key data quality standards include validity, integrity, precision, reliability, and timeliness. All small grants require the collection of indicator data. At the most basic level, Volunteers should record attendance at small grant-funded events and submit signed participant lists with their final reports. This helps to ensure that the data reported to partners and donors is accurate and auditable.

## V. Data Collection

It is essential that indicators are measured through quality data collection tools. Some helpful tools are listed below:

- [Participant attendance lists \(Appendix 7\)](#)
- Anonymous post-training or workshop surveys
- Detailed tracking sheets
- Pre- or post-test assessments

These types of data collection tools provide valid and reliable information about a project's successes and goals and allow for more accurate reporting in the final report. They should be considered at the onset of the project, and utilized throughout implementation.

# Application Process

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The application process for all small grant projects must begin well before the application is submitted to allow sufficient time to discuss it with community connections and to engage the community in the process. By determining the community's vision, the Small Grants Program allows Volunteers and their communities to achieve their goals. When a Volunteer and his or her community are ready to apply for small grant funding, they should do so according to the post-specific procedures on which they have been trained.

The following section outlines the process for Volunteers and communities when designing small-scale development projects and applying for Peace Corps small grant funding.

## I. Funding Availability

Each program utilizes different funding sources for Volunteer community projects. For example, due to the nature of the PCPP program which fundraises for projects, the program operates on a rolling funding basis without set funding amounts or limits each fiscal year. However, other Peace Corps small grant programs are supported by U.S. government agencies and posts receive set amounts of money each year for the grant programs that may be available at post (SPA, VAST, ECPA, GEF, FTF, etc.). These programs are further limited in that funding may only support grants in particular program areas. Therefore, Volunteers thinking about doing a project should keep in touch with their small grants coordinator or programming staff regarding when funds will be available and what projects they can support.

## II. When a Volunteer Can Apply

Volunteers may apply for funding for a small grant project after a minimum of three months at site, and preferably after having received PDM training given by Peace Corps staff.

- Volunteers should only begin working with their communities to design and submit an application after discussing proposed projects with their APCD or other appropriate programming staff.
- Volunteers should acquaint themselves with the PCGO system (see Section III below). They may start an application, enter project details, and keep their application in "draft" status for the duration of the planning period until they are ready to submit.
- To allow sufficient time for completion of a project prior to a Volunteer's close of service, Volunteers may not submit projects during the last three months of their service unless the country director approves a written justification explaining how the project will be implemented and completed before the Volunteer's close of service date.
- A Volunteer may only administer **one grant per funding source at a time** and must close out any previous grants prior to applying for a second. If a Volunteer is interested in implementing two separate projects at one time (for example, one funded by PCPP and one funded by SPA) s/he should first receive permission from post. Additionally, Volunteers **cannot utilize two different funding sources to contribute to the same project** (i.e., SPA and PCPP funds may not be applied to the same project).

### III. Small Grants Committee

Each post has a review calendar for evaluation of grant applications for all funding sources. The small grants committee meets to review applications at least quarterly, or more frequently (e.g., monthly) if the volume of applications necessitates it.

### IV. Community Involvement

Volunteers must work with the community organization or community partners throughout the entire application process. As Peace Corps small grants support community development projects, they should be initiated and driven by the Volunteer's community, rather than solely by the Volunteer.

Community projects are most successful when they result from locally perceived desires or needs and where community members take part in the planning, implementation, and evaluation. This development process builds the community's capacity to better its own situation, strengthen its resources, and work toward solving problems more independently in the future<sup>4</sup>. Thus, it is important for post staff to ensure that each project indicates community engagement and involvement, that there is a clear and specific need for the project, and that it will be sustainable upon the Volunteer's departure.

Here are ways to ensure community involvement:

- Local language summary or document
- Counterparts come to post for project advocacy
- Counterparts attend PDM workshops with Volunteers
- Post staff visit project/community sites
- PACA mapping
- Community assessment tools

To verify community ownership and initiation, and as mentioned in the Grant Requirements section, under Key Components, Section G, a 25 percent minimum community contribution of the total project cost is required for each small grant project. Volunteers may help their communities quantify how much time, labor, transportation, and financial or material support the community will provide. Most often, communities contribute much more than 25 percent in material, financial, or physical contributions.

### V. Peace Corps Grants Online (PCGO)

Peace Corps Grants Online (PCGO) is a web-based application system allowing Volunteers the opportunity to apply for small grant funds through an online portal system. Small grants coordinators will give Volunteers the link to PCGO as well as access to the [PCGO Step-by-Step Guidance for Volunteers](#). The Volunteer will receive automatic email updates once he or she

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<sup>4</sup> "The New Project Design and Management Workshop Training Manual", reprinted 2012, page 25.

submits a grant through PCGO and can check on the status of a project by logging into the online PCGO portal.

## VI. Required Materials and Project Development

### A. Application

The PCGO Peace Corps Small Grant Application is designed to guide all Volunteers, regardless of funding source, through a series of sections that ask Volunteers and their communities to think through all aspects of projects, including timeline, budget, and how projects will be monitored and evaluated. If a post decides to request additional information (a local language summary, for example), it may do so, though this will be a separate, supplementary document that is not included in the PCGO system.

The application must be filled out for all grant projects. Volunteers and community counterparts should complete Part One and Part Two together, to the greatest extent possible. Important things to know about the PCGO application are below:

- For Volunteers with limited internet access, an offline solution does exist. The first four sections (five for SPA) must be completed online, then a custom application can be downloaded as a printable Word or PDF document. Volunteers will still need to transfer application details into the PCGO portal, when they are ready to submit.
- All applications are editable until final submission. Volunteers should save often and complete each section.
- All applications must be submitted in the PCGO format.
- Volunteers should follow the [step-by-step guide](#) to help with filling out their PCGO application.

The application has signature forms at the end of the document. All forms must be completed and signed by all parties.

### B. Additional Forms

As you fill out your Small Grants application in PCGO, you may be required to submit additional forms in the following instances:

- **If your project budget is more than \$10,000**, you will need to fill out the Projects in Excess of \$10,000 Approval Request form.
- **If your budget includes items that require approval**, such as prizes, motor vehicles, costs for Volunteers, or international travel, you will need to submit a Project Cost Approval Request.

## VII. Grant Committee Review

Once an application has been completed and submitted through PCGO and it meets the requirements and guidelines for Peace Corps Small Grants, it will be reviewed by post staff. First, the small grants coordinator will review each application to ensure that all sections have been completed and meet the minimum requirements for approval. Second, the small grants committee will review the application to determine final approval of the project.

The small grants coordinator is responsible for organizing meetings, distributing project applications to committee members before review meetings, ensuring all members of the committee review and approve the applications (either in person or via email), and ensuring all signatures are obtained.

Each post's small grants committee sets the following:

- post-specific project criteria or requirements
- submission, review, and approval procedures
- a review calendar and application submission deadlines
- post-specific grant materials (e.g., local small grant handbook, small grant funding announcements, training materials, etc.)

# PCGO Small Grants Application

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The PCGO small grants application has been developed as a tool to help Volunteers and their communities plan successful small grant projects. The information included will be used by local Peace Corps staff and available to Peace Corps headquarters for internal reporting and reporting to partners and donors.

Applications must be completed and submitted in English. However, it is imperative that the application be completed side by side with community partners. In many cases, Volunteers will need to verbally explain each section in the local language. Also, some posts may offer local-language versions of the application to ensure community involvement in all aspects of the small grants process.

Before completing any section of the application, Volunteers should read through the entire application. This will help in understanding what information will need to be collected and with thinking through all aspects of project planning and development. All completed applications must be submitted through PCGO for review. [Volunteers may use this step-by-step guide](#) to learn how to fill out their Peace Corps Small Grants application. Included in the step-by-step guide are the following:

1. How to register in the PCGO online portal
2. How to fill out the online Small Grants Program application
3. How to fill out the online Small Grants Program final report
4. How to print out an application, if a Volunteer would like to fill out the application offline.

Below are some tips to help fill out sections of the PCGO Small Grants application.

## I. Peace Corps Small Grants Application Part 1 of 2

### A. Project Description

The Project Description section of the application collects general information about the small grants project.

- Only one project funding source may be selected. Although PCPP is available at all posts and for all types of projects, SPA, VAST, ECPA, and FTF are only available in certain countries to support specific project types. Volunteers should check with the small grants coordinator at their post to find out which grant program(s) are available in their country of service.
- Once you fill in the first four fields (grant type, country, region, and project title) and one additional field for SPA projects (program element), you will be able to save the application as a Word, PDF, or Excel file. This will allow you to print out or save the file to your computer and work offline.

## **B. Volunteer Information**

Although projects can be undertaken by more than one Volunteer, a “primary” Volunteer must be selected for each project. This Volunteer will receive the grant funds and be responsible for documenting expenses, returning any unused funds, and submitting the final report. Names of additional Volunteers participating in the project may be listed under the primary Volunteer’s name.

## **C. Project Narrative**

The project narrative section of the application asks Volunteers and their communities to describe the entire project planning process. There are seven sections to complete: 1) Summary, 2) Background, 3) Community Involvement, 4) Outcome, 5) Implementation, 6) Capacity Building, and 7) Sustainability. Volunteers should use the prompt questions to guide their responses, and are encouraged to be as descriptive as possible.

For safety and security reasons, Volunteers should not include personal information or the exact project location (such as town names or proper school names, etc.) in the summary section. If Volunteers are applying for PCPP, this section will be uploaded onto the Peace Corps public website and will be open to the public. As such, Volunteers should consider this section a concise sales pitch explaining the importance of the project to potential donors. Spelling or grammar errors could discourage a donor from giving to the project. Additionally, the entire narrative section may be distributed to donors, donor organizations, internal Peace Corps departments, and outside agencies. Volunteers and counterparts will need to ensure that each section is clearly written and describes the planned project in detail.

## **D. Do No Harm**

Although most projects are thoroughly planned and created with good intentions, unintended consequences occasionally may occur. The Do No Harm section of the application is an exercise for the Volunteer and community counterpart to think through potential consequences of implementing the proposed project. These can be consequences for community members, to the environment, and possibly for the Volunteers. Each question should be answered resulting in a Do No Harm discussion with the Volunteer’s community.

## **E. Environmental Review (for SPA and FTF only)**

For grant projects involving 1) water/sanitation; 2) agriculture such as agroforestry and community gardens, and 3) environment, such as natural resource management, Volunteers must complete and submit an Environmental Review and Assessment Checklist (ER Checklist) to the grant review committee. The purpose of the ER Checklist is to determine whether the proposed action (scope of work) encompasses the potential for environmental pollution or concern and, if so, to determine the scope and extent of additional environmental evaluation, mitigation, and monitoring.

The grant review committee must ensure that information on the form is taken into consideration and given significant weight. The Volunteer and committee will determine what, if any, measures must be taken to mitigate and monitor the environmental impact of the project. Include cost information on any environmental mitigation and monitoring in

the overall budget proposal. Appropriate environmental mitigation and monitoring is considered an integral aspect of the overall project activity.

## **II. Peace Corps Small Grants Application Part 2 of 2**

The Peace Corps Small Grants Application Part 2 of 2 is found on the homepage of the PCGO portal. Under “My Applications,” Volunteers must select the application that they would like to complete. Once selected, it will be highlighted in green. Below the “My Applications” box, there is a box titled, “Peace Corps Application: Part 2 of 2.” In this box, there are six tabs: 1) Monitoring and Evaluation, 2) Classification and Indicators, 3) Timeline, 4) Budget, 5) Documents and Printouts, and 6) Submit Application. Volunteers must complete each tab and, once completed, the application may be submitted.

### **A. Monitoring and Evaluation (Tab 1)**

Under Tab 1, Volunteers will enter the goals, objectives, and indicators for the project. They will also enter the person who is responsible for collecting this data and when it will be accomplished. Please see the [Monitoring, Reporting, and Evaluation](#) section of this handbook for information on how to create goals, objectives, and indicators.

### **B. Classification and Indicators (Tab 2)**

#### **1. Classification**

When classifying the type of project, Volunteers must choose from the drop-down list of project types. Once selected, Volunteers will select either “primary” or “secondary.” If a project fits more than one classification or has a cross-cutting component, such as gender, Volunteers should add a second line and select a secondary project classification. Once selected, Volunteers should then select “secondary” in the second column. Please ensure that only one primary classification is selected. Volunteers may select as many secondary classifications as fits the project.

#### **2. Initial Capacity Building Indicators and Initial New Technology and Practices Indicators**

All Peace Corps Small Grants projects include measures based on capacity building and/or the adoption of new technologies or practices. Please see the [Monitoring, Reporting, and Evaluation](#) section for more information.

#### **3. Initial Beneficiaries and Participants**

To determine the number of “participants” vs. “beneficiaries,” Volunteers should consider these characteristics:

Participants: Those directly involved in the design and implementation of the project, including those who attend trainings or workshops.

- Participants are usually involved in the project during the project planning and/or implementation phases.



- Participants receive a transfer of knowledge, skills, and attitudes as a result of participation in project activities and might go on to teach what they learned during the project to other community members.

**Beneficiaries:** Those who receive an indirect benefit from the execution of the project, but are not involved in its planning or execution.

- Beneficiaries often benefit from the results of the project after the main period of project implementation has passed.
- Beneficiaries may receive a transfer of knowledge, skills, or abilities from participants who were trained during the main period of project implementation.

For more detailed information and how to avoid double-counting of participants and beneficiaries, see [Appendix 8](#).

#### **4. Initial Program Specific Indicators**

SPA, VAST, FTF, GEF, and ECPA all have specific indicators that Volunteers must fill out to receive funding through these funding sources. If you are applying through PCPP, you will not have program-specific indicators. For more information about program-specific indicators, see the [Monitoring, Reporting, and Evaluation Section](#).

#### **C. Timeline (Tab 3)**

The timeline section of the application allows Volunteers and community members to map out the stages of their projects. Volunteers should first make sure that there is enough time left in their service to complete the project and submit the final report.

Depending on the type of project, the timeline may be created in days, weeks, or months. A detailed timeline can be updated and modified throughout the life of the project and be used as a project management tool. It is also an excellent way for Volunteers and community members to assign responsibilities to each project activity.

#### **D. Budget (Tab 4)**

The detailed budget is the monetary representation of the small grants project. The budget must cover all aspects of the project. It must include the amount being requested from the funding source, the amount that the community is matching, and any funds donated by a third party.

The Volunteer and community counterpart should consider all aspects of the project that will require funds. It may be helpful to group items within categories, as each line item must be placed within one of seven budget categories: labor, equipment, materials/supplies, land/venue rental, travel/per diem/food/lodging, materials transport, or other. Certain line items may be split between funding sources. For example, a building project may need a large amount of concrete. If the community is supplying a portion of the concrete, but does not have enough for the entire building, the project may also request funding for additional concrete.

It is important that Volunteers read the [Grant Requirements](#) section very carefully before submitting their budgets. The following items require country director approval:

- Giveaways, prizes, and celebrations
- Motor vehicles and other conveyances
- Volunteer costs
- International travel
- Scholarship programs for PCPP and SPA only

The following items may not be included in the project budget:

- Land and other capital assets
- Loan funds
- “Sub-grant” projects
- Contingency funds/multiple funding sources
- Alcoholic beverages
- Recurring costs

Once the budget is complete, the Volunteer must make sure that the amount requested for the project does not exceed \$10,000 and that the community contribution equals at least 25 percent of the total budget. (Volunteers must work with the small grants coordinator to submit a Project Cost Approval Request Form for projects exceeding \$10,000. The form must be approved by the small grants committee, country director, Peace Corps headquarters grant program staff, OSP associate director or OGHH director, and the appropriate regional director).

After filling out the detailed budget, the budget summary will automatically fill-in in Section B. However, Volunteers should make sure to fill out Section C: Narrative. This section explains what types of items will be purchased in each category. This will give a snapshot of what will be purchased to complete the project and will highlight items that may require a Project Cost Approval Request form.

Although Volunteers will be able to see section D: Final Report, they will not be able to fill in this section until the project has been approved.

## **E. Documents and Printouts Tab**

Three signature forms must be printed and signed by the appropriate individuals in order to submit a Small Grants Program application. These signature forms will be uploaded to the PCGO database and kept on file. They should be updated if a project is transferred to another Volunteer. Please see the [Volunteer step-by-step guide](#) to learn how to upload documents to PCGO.

### **1. PCV Liability Signature Form**

The liability form is a legal document that is signed by the individual taking responsibility and custody of the project funds. The liability form is also signed by the director of management and operations to ensure and signify that the project budget was reviewed for accuracy and that all costs are allowable and appropriate.

### **2. Project Agreement**

The project agreement is a snapshot of the project including project title, overall budget totals, community name and Volunteer information. The project agreement states that the funds received for the project will be used in accordance with the

approved narrative and budget. This is signed by the Volunteer and the country director.

### **3. Press Authorization Form**

The press authorization form allows the Peace Corps to promote small grants projects. Projects may be included in press releases and photos of the project may be posted on the Peace Corps website.

### **F. Submit Application Tab**

Once all tabs have been completed, Volunteers will select the submit button. If any part of the application has not been completed, Volunteers will see an error message alerting them to the section that must be completed before submission. Once a project has been submitted, Volunteers will not be able to make changes to the project. If changes need to be made after submission, Volunteers must contact the small grants coordinator to change the grant status back to draft.

# Processing Approved Projects

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## I. Processing Guidelines for All Small Grants Projects

### A. Prior to Receiving Funds

- If appropriate, Volunteers should complete the [Financial Management and Capacity Building Tool](#) at the project design phase, which will help determine which disbursement method(s) are feasible for their project. Volunteers should learn about available disbursement options with post staff and reference the results from the tool.
- Volunteers and their community partners will receive specific instructions from individual posts on how to account for the use of small grant project funds, the level of documentation required to substantiate procurements, and any additional, post-specific accounting procedures.
- Volunteers and/or community organizations should not expect to be reimbursed if they spend their own money on project expenses prior to receiving grant funds from the Peace Corps.
- **Volunteers are only allowed to accept funds through an approved Peace Corps Small Grants project, and are only allowed to manage these funds. Volunteers may not accept or manage any other community or third-party funds, and may not accept funds on behalf of the Peace Corps.**

### B. Disbursement of Small Grants Funds

Small grants funds may be disbursed in a variety of ways depending on a post's preference and the limitations of some small grant programs. If appropriate, Volunteers should utilize the Financial Management and Capacity Building Assessment Tool<sup>5</sup> ([Appendix 1](#)) to establish measurable qualifications for their community's capacity to manage funds, and to help determine which disbursement method is best for the project. Volunteers should work with post staff to learn more about disbursement options and should be aware that some small grant programs and countries are limited in disbursement options based on banking regulations, capacity, and safety and security concerns.

The possible disbursement options are below:

- Disbursement directly to community organization
- Disbursement into a joint account
- Disbursement to Volunteer in a separate project account
- Disbursement to Volunteer in his/her primary account<sup>6</sup>

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<sup>5</sup> The Financial Management and Capacity Building Assessment Tool should have been used in the project planning and design phase. These same scores will be used to determine disbursement.

<sup>6</sup> Peace Corps headquarters does not recommend commingling a Volunteer's living allowance with small grant funds. If small grant funds must be deposited in a Volunteer's account, Peace Corps headquarters recommends opening a project account following the small grant deposit. If there are fees associated with opening an additional account, it may be included in the project budget.

The scores below may be used to help determine disbursement options for Small Grants projects:

<b>Score</b>	<b>Disbursement Option</b>
0-6	Disbursement to Volunteer in his/her primary account Disbursement to Volunteer in a separate project account
7-12	Disbursement to Volunteer in his/her primary account Disbursement to Volunteer in a separate project account Disbursement to a joint account
13-18	Disbursement to Volunteer in his/her primary account Disbursement to Volunteer in a separate project account Disbursement to a joint account Disbursement directly to community organization *Disbursement directly to the vendor/service provider

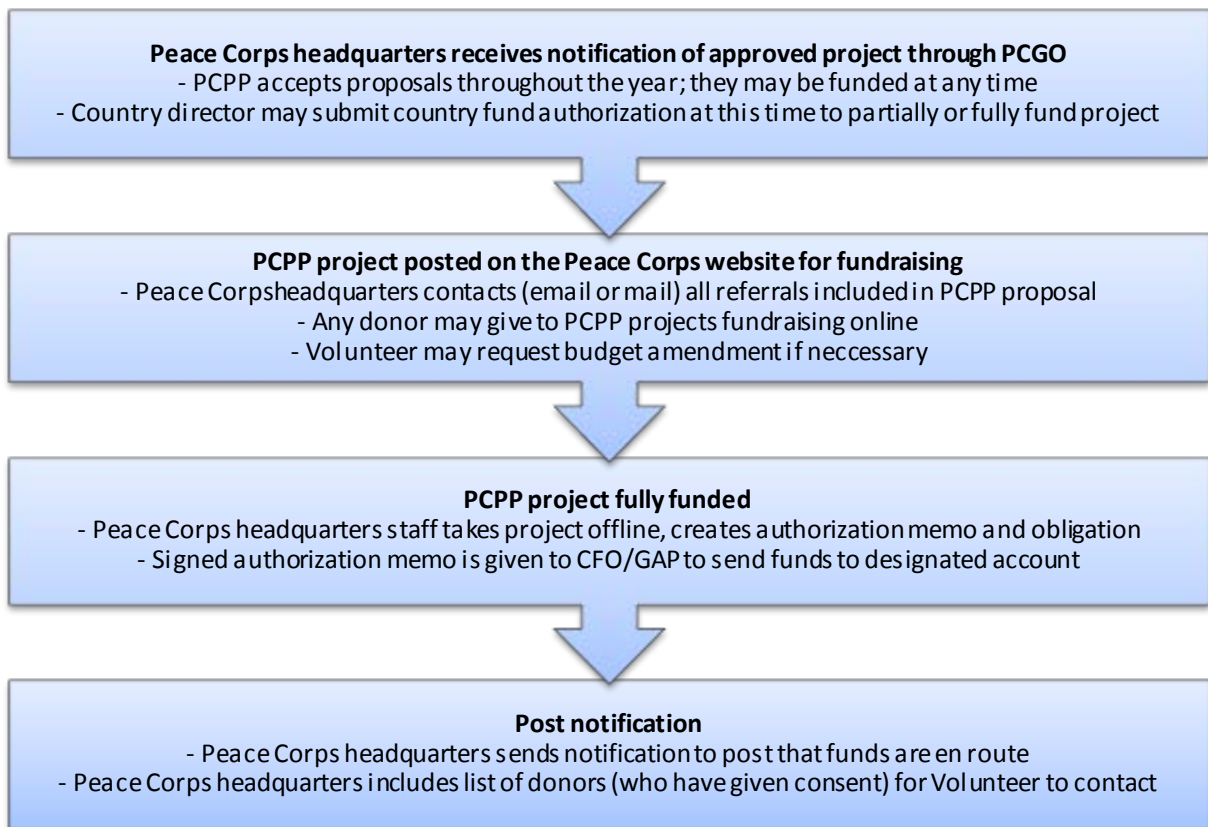
The Volunteer and community organization/group implementing the small grant project must sign the small grant liability and agreement forms. The entity or individual receiving the funds is responsible for utilizing the funds in accordance with the small grant budget outlined in the application, and for collecting and recording all receipts and invoices. Any unused funds must be returned to the Peace Corps upon completion of the project and no later than a Volunteer's close of service.

## **II. Processing Approved SPA/VAST/ECPA/FTF/GEF Grants**

Once the Volunteer's project is approved, the small grant coordinator sends the Peace Corps small grant Project Agreement (signed by the appropriate community representative, the Volunteer, and the country director) to the post's administrative unit. The post will request payment from Peace Corps headquarters. On average, grant recipients will receive funds within two to three weeks after approval. FTF small grants projects are fully funded once USAID approves the Environmental Review Form. Only then will the Volunteer receive funds to start the project. VAST funds are received when all PEPFAR funds are received at posts (October 1). VAST funds are then distributed to Volunteers after approval of the grant proposal.

## **III. Processing Approved PCPP Grants**

Once a PCPP project has been approved by the small grants committee, Peace Corps headquarters staff will be notified through PCGO. The figure on the next page shows the PCPP funding process.



### **A. Fundraising for Approved PCPP Projects**

Upon receipt and acceptance of the application, PCPP markets the project in several ways. Each Volunteer should submit a list of individuals and organizations with whom the Volunteer has a personal connection. These generally include friends, family, and professional contacts. GGM will contact each of these referrals and post the Volunteer's project summary on the Peace Corps website.

Volunteers can help by contacting friends, family, fraternal organizations, civic groups (such as Kiwanis or Rotary Clubs), and other parties to tell them about their projects. All donations and potential donors should be directed to GGM. While there is no guarantee a project will be funded, on average it takes three to four months for projects under \$4,000 to be funded. The fundraising time frame depends on the project type, amount requested, strength of the Volunteer's referrals, and clarity of the summary provided in the application. Projects remain online until they are fully funded, at which point the project is automatically removed from the website and online donations can no longer be made toward the project.

**Note: Should a proposed project not reach full funding, GGM does not release the portion of funds already raised for that project. If the Volunteer would still like to access the amount raised, s/he would need to submit a budget amendment (see Section C) and a narrative detailing how a scaled-down version of the project would be possible with less funding. If this is not possible, the project will be canceled and**

**funds will not be released to the Volunteer. If this occurs, donors will be contacted and notified that the project was canceled and given the option to move their donation to another project or have their funds returned.**

#### **B. Obligation and Sending of Funds from Peace Corps headquarters**

Funds remain at Peace Corps headquarters until a project is fully funded. Once a project is fully funded, GGM authorizes funds to be disbursed to the designated account and obligates the funds. Once funds are obligated by GGM, the authorization memo is sent to the Office of Global Accounts Payable in Peace Corps headquarters, which sends the funds to the Volunteer's Peace Corps bank account. **This process typically takes seven–10 business days from the time the project is removed from the Peace Corps website.**

Once funds are sent to the Volunteer, the authorization memo is sent to post with a donor list and information on the sponsors. This information is provided so the Volunteer can write thank-you letters and send progress updates to donors.

As a government agency, the Peace Corps is bound by the Privacy Act: “No agency shall disclose any record which is contained in a system of records by any means of communication to any person, or to another agency, except pursuant to a written request by, or with the prior written consent of, the individual to whom the record pertains.” If a donor gives permission for the agency to share his/her contact information with the Volunteer, it will be included on the donor list. If s/he does not give permission, Peace Corps headquarters staff is not able to include the information. The Peace Corps is only able to share donor names and contact information with Volunteers and, if included, personal messages. The Peace Corps cannot include the donation amount.

#### **C. Budget Amendments**

Budgets may be altered prior to receiving grant funds. To request a change, the Volunteer must submit an updated budget to the small grants coordinator for approval. The Volunteer should include a written justification of the budget changes and be mindful of the following:

- Decreased budgets: If the new amount has already been raised, the funds will be released to the Volunteer.
- Increased budgets: The community contribution must still total at least 25 percent of the new project total. If a project needs additional funds after already receiving full funding, budget amendments will be considered on a case-by-case basis.

#### **D. Use of Country Funds to Support PCPP Projects**

The objective of country funds is to give posts the ability to better leverage private-sector support for approved Peace Corps Partnership Program projects. Each post may determine its own guidelines for distributing country funds—when those funds are available—to PCPP projects. These funds are available only for approved PCPP projects and are awarded at the discretion of the country director.

# Grant Management

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## I. Volunteer, Community, and Post Management of Grant Funds

It is essential that all small grant funds are accounted for and properly documented throughout the grant process. Though funded from varying sources (SPA, VAST, ECPA, GEF, and FTF from the U.S. federal government, PCPP from private donors), all programs and projects are subject to audit by the funding agency or grantor. In addition, the Peace Corps inspector general may review a post's Small Grants Program documentation during the course of an audit or program evaluation. Therefore, it is essential that Volunteers, their communities, and their counterparts, maintain thorough records of the use of all funds. Any deviation from the project budget or issues with funds during implementation should be communicated immediately and documented with the small grants coordinator and/or the DMO.

As a part of the application process, Volunteers and counterparts/communities must sign liability and project agreement forms in order to complete and submit their projects. These documents hold the Volunteer or community liable—depending on whom the funds are disbursed to—for the funds they are receiving. The individual receiving the funds is also responsible for documenting all purchases and submitting receipts made throughout the duration of the project. ([See Appendix 9: Managing Grant Funds and Project Closeout](#))

## II. Using PCGO to Track Project Expenditures

As part of a Volunteer's orientation to the Small Grants Program, or upon approval of a project, Volunteers and their community partners will receive instructions on how to account for the use of project funds and the documentation they are required to obtain to support purchases and procurements.

At a minimum, Volunteers must do the following:

- Volunteers must document each use of project funds in the PCGO final report. Volunteers should work with the local organization to keep the "Final Report" under the "Budget" tab up-to-date, thereby building the community's capability to manage and account for grant funds. If the community organization does not have computer or Internet access, the Volunteer can print out the final report and fill it in manually with the community organization.<sup>7</sup>The "Final Report" tab within the final report budget should represent all spending of the grant funds as well as the community contributions (in-kind or monetary).

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<sup>7</sup> While PCGO allows Volunteers to print out the application and final report to fill in by hand, all documents must be submitted in electronic format via the PCGO system. For example, if a Volunteer prints out the project log to monitor project expenses on paper, all expenses must be transferred to the electronic version for submission.



- Invoices should be obtained for all purchases whenever possible. Invoices should be legible, include an English translation, and contain the name of the vendor, the name of the purchaser, date of the purchase, and an itemization of materials purchased, including quantity, unit cost, and the total amount of the purchase.
- For goods and services where invoices are not traditionally used (e.g., in-kind contributions, artisan skilled labor, transportation), the Volunteer must collect a receipt to confirm the date the service was provided, the name of the service provider, the number of hours or days worked, an hourly or daily rate, and the total amount paid, converted to U.S. dollars.
- All invoices and receipts must be submitted by the community and Volunteer to the post's small grants coordinator. Invoices detailing the community contribution amount (including in-kind transactions) should be clearly labeled, as should invoices representing costs covered by grant funds. While both should be submitted for review, the post needs to keep only the grant fund expenditure receipts on file. Along with the invoices and receipts, the Volunteer and his/her community must submit the final report via PCGO upon conclusion of the project and prior to the Volunteer's departure from post.
- Volunteers must provide an accounting of **all** expenditures of grant funds in the "Final Report" budget tab within the final report. If a purchase was made with grant funds that was not outlined in the initial budget, Volunteers **must still document the transaction** in this tab. The post DMO will review this report and ensure that all funds are accounted for and that funds have been spent in accordance with the approved budget. Discrepancies must be resolved prior to the Volunteer's close of service. The DMO can request proof from a Volunteer to verify a purchase or transaction. Volunteers must be prepared to provide this if they are unable to account for lost or missing receipts or invoices.

### III. Post-Approval Changes to Grants

Each Peace Corps post has established processes for allowing changes to project activities or budgets after a project is underway. If changes do not require additional funds, are relatively minor, do not change the project scope or objectives, or do not entail significant revisions to the approved budget, then it may not be necessary for the post to review or approve the changes. However, if changes significantly alter the approved activities, budget, scope, or objectives of the project, then the Volunteer or community must receive prior approval from the small grants committee to ensure that funds being used appropriately.

For budget changes in particular, Volunteers should contact their small grants coordinator to discuss and determine post procedures and the documentation required to authorize these changes. For some posts, there may be a suggested threshold of change allowed for budget categories. This may range from an increase of 20–25 percent. If post approves a budget increase, it need not be a lengthy process, but may be carried out by email or phone, depending upon available means of communication. Post staff will ensure that post-approved changes are appropriately documented

in the project file. Volunteers should be sure to account for the increased budget in the final report.

Budget changes that result in either an excess or shortage of funds must be accounted for in both the detailed budget and the narrative sections of the final report. The line item in the detailed budget may state something like “Bill of Collection issued ... \$100” or “Additional funds issued due to ...” The narrative section should explain why the budget needed to change.

#### **IV. Supplemental Funding Amendments**

Generally, once funds have been received, it is not possible to add additional funds to projects already underway. Volunteers and their communities should receive sufficient orientation to the Small Grants Program (or participate in PDM Training) to enable them to prepare realistic budgets that include all necessary and appropriate costs. Volunteers may also consult with the small grants committee or financial staff at post during the project development process for assistance in preparing budgets. Thus, requests to add additional funds to existing projects should not be necessary for project implementation.

In the case of budget shortfalls resulting from poor budgeting, exchange rate fluctuation, or incorrect calculations, the Volunteer should work with the small grants coordinator to discuss with his/her community to suggest the following alternatives:

- The community contribute additional funds
- The project be redesigned to stay within the original approved budget and/or
- The budget be revised to eliminate unnecessary costs and cover the shortfall

In exceptional cases where supplemental funding must be approved, following thorough review and discussion with the small grants coordinator, the DMO or smalls grants coordinator will contact the appropriate Peace Corps headquarters small grants contact for approval before proceeding to amend any project budget.

## PCPP

- If there are funds in the country fund, the country director could allocate funds to project in need of more funds.
- With approval from Peace Corps headquarters, the project could be placed back online to fundraise for the additional amount needed.
- When the project is complete, the Volunteer must report on the total amount of funding received for the project.

## SPA

## VAST

## ECPA

## FTF

## GEF

- The country director must review and approve increases to the project budget. The DMO will manage the adjusted disbursement of funds to the Volunteer.
- When the project is complete, the Volunteer must report on the total amount of funding received for the project.

## V. Unused Funds

Any unused funds at the end of the project should be returned to the post. Volunteers or community organizations cannot use remaining funds to start new projects or to significantly expand the scope of the original project. As exemplified in a Volunteer's small grants training, a well-designed and -managed project should be completed on time and within the determined budget. It is expected that approved project budgets and timelines closely correspond to actual expenditures and timelines. However, at the discretion of the post's small grants committee, if only a small amount of funds remain, the Volunteer may be able to use them to fund additional activities that fall within the scope of the original project.

If the small grants committee requests the funds be returned, the Volunteer must comply and follow post procedures to return the funds, providing receipts and submitting the final report to both the small grants coordinator and the DMO. For PCPP, when funds are returned, they will be placed in the Global Fund. For SPA, VAST, ECPA, GEF, and FTF the post will be able to use the "recovered" budget authority to support additional grants during the same fiscal year. Volunteers must submit their final reports in advance of their close of service to ensure enough time for any financial issues to be addressed. Should a Volunteer close service and leave the country without returning unused funds, the Peace Corps will pursue repayment from the Volunteer's resettlement allowance.

## VI. Lost, Stolen, Misused, or Unaccounted for Funds

If grant funds or project supplies (such as bags of concrete or computers for a lab) are lost, stolen, misused, or unaccounted for during the implementation of a project, the Volunteer must immediately notify the small grants coordinator at post. The small grants coordinator will notify

the country director, safety and security coordinator, and other staff as appropriate. The post will then notify the Peace Corps headquarters program contact, who is required to report the incident/issue to the Office of the Inspector General (OIG). The OIG may choose to open an investigation or may refer the case back to the agency to handle. If the project is funded by SPA, the country director will notify the USAID mission of the incident, the amount lost, the steps taken to resolve the situation, and the possibility of recovering funds and/or supplies.

If the OIG refers the case back to the agency, it is up to the country director and Peace Corps staff to determine liability. The Volunteer must submit a memo explaining the circumstances of the missing funds or misuse of funds. Further, the country director may ask the Volunteer or community to file a police report.

If the OIG refers the case back to the agency, it is up to the cd and Peace Corps staff to determine liability. If the Volunteer is determined to be negligent, the Volunteer will be responsible for repaying the funds and/or the amount equal to the worth of the supplies. The DMO will issue a bill of collection to the Volunteer.

Generally, when funds are lost, stolen, misused, or unaccounted for, the Volunteer and the community work together to determine what can be accomplished with the remaining funds. Typically, additional funds will not be awarded to replace lost or stolen funds, though this may be addressed by post with the Small Grants Program contact at Peace Corps headquarters on a case-by-case basis. When submitting the small grants final report, the Volunteer must report on the full amount of funding allocated to the project, including the lost or stolen funds.

If a Volunteer is uncomfortable or concerned about reporting lost, stolen, misused, or unaccounted for funds to the post, he or she may contact the Peace Corps OIG Hotline directly:

OIG Hotline: 202.692.2915

Toll-free: 800.233.5874

Email: [oig@peacecorps.gov](mailto:oig@peacecorps.gov)

## **VII. Early Termination and Transfer of Project Responsibility**

### **A. Early Termination**

In the event of a Volunteer's early termination (including resignation, medical separation, administrative separation, or interrupted service) with an ongoing small grant project, the post will determine whether the project can be completed. If all small grant funds have been disbursed and used to carry out the major portion of project activities, the post may allow the community to finish the project on its own, without the need to transfer responsibility to another Volunteer. However, if the project is not near completion and major project activities remain incomplete or funds remain unspent, the post will either cancel the project and collect unspent funds or transfer responsibility to another willing Volunteer. (Note: In the case of an official evacuation or temporary suspension of a Peace Corps post, the post will be responsible for contacting the appropriate Peace Corps headquarters small grants contact for guidance on closing open projects.)

Volunteers whose projects are canceled or transferred to another Volunteer should be prepared to update post staff on the status of their projects, and ensure an accurate accounting of all grant funds is up-to-date and provided to the post. All receipts and expenditures already incurred against the project funds must be reviewed and verified by post staff.

### **B. Transfer of Project Responsibility**

If post approves the transfer of a project to another Volunteer, both Volunteers must sign a Transfer of Responsibility form, provided by post ([Appendix 10](#)). This document officially releases the first Volunteer from the project, and passes all responsibility to the new Volunteer. If the new Volunteer is also directly accepting funds from the first Volunteer, a Peace Corps Volunteer Liability Signature Form (available under “Documents and Printouts” in PCGO) must be completed and kept on file at post.

The new Volunteer must accept the transfer willingly, be familiar with the community and location, be oriented on his or her responsibilities in overseeing the completion of the project, and agree to assume responsibility for all reporting obligations. An explanation for any discrepancies between funds allocated to the Volunteer(s) and receipts collected should be documented and attached to the Transfer of Responsibility form.

Post staff must upload the Transfer of Responsibility form to PCGO. Transfer of a project may occur at any time during the project’s life cycle. For PCPP projects, projects may be transferred even if the project is still fundraising online. Volunteers should never write a project with the intention or assumption of transferring it to another Volunteer.

### **C. Canceling a Project**

If a project canceled and funds have already been dispersed to the Volunteer, all unexpended funds up to the point of cancelation must be returned to the post. **The collection should be completed before the Volunteer leaves the country.** If the Volunteer leaves the country without accounting for and returning unused small grant funds in his or her possession, the post will forward the matter to the CFO claims office for processing as a debt to the Peace Corps.

If possible, the Volunteer should submit the final report for the project, regardless of whether the project is complete, to the small grants coordinator. The report should include information on the progress made toward meeting project objectives, the results or outcomes achieved, and a final financial accounting.

## **VIII. Logos, Branding and Marking**

### **A. Peace Corps Logo Guidance**

The Peace Corps name and logo may be used only to designate programs authorized under the Peace Corps Act, which may include Peace Corps recruiting and Third Goal activities. The Peace Corps logo may not be altered or manipulated in any manner. Also, the Peace Corps name and logo may not be used by third parties for commercial or fundraising

purposes, or for endorsement or promotion of such third parties or their respective goods or services.

In accordance with these guidelines, the name and logo may be used by/for the following:

- In connection with Peace Corps programs, events, and activities that are held to publicize Peace Corps programs at home and abroad (e.g., handouts and logo items to promote Peace Corps programs to the local community), Peace Corps publications (e.g., posts' annual reports or materials, such as brochures, paper fliers), and banners and logo items (e.g., T-shirts) for service project events, trainings, and PST swearing-in ceremonies.
- In connection with a Volunteer's primary or secondary projects with the written consent of the respective country director.

Volunteers may use the Peace Corps logo to raise awareness for their small grants projects. However, any flier or website must direct donors to the Peace Corps website. For example, if a Volunteer is creating a flier to raise awareness for his/her PCPP project fundraising online, the flier must direct donors to the Peace Corps website, where the project is listed. Volunteers should contact the Office of Communications at [design@peacecorps.gov](mailto:design@peacecorps.gov) for further guidance on the use of the Peace Corps logo.

Additionally, Peace Corps-produced web banners may be used on websites and social media sites and are available for download at [www.peacecorps.gov/media/psa/webbanners](http://www.peacecorps.gov/media/psa/webbanners). The web banners are intended to promote general awareness and recruitment for the Peace Corps. Web banners must link to the Peace Corps website and may not be altered in any way. The use of a web banner does not constitute authorization to use the Peace Corps name and logo separate and apart from the banner.

## **B. SPA, GEF, and FTF Logo Guidance**

For SPA, GEF, and FTF projects, the Peace Corps has agreed to co-brand or co-mark with USAID or Feed the Future logos. This means where SPA/GEF/FTF-funded materials, equipment, construction site, etc., are branded with the Peace Corps name and/or logo, they must be co-branded with the USAID logo in a similar manner. There is no requirement to use the Peace Corps name or logo, but if it is used, the USAID name and logo must also be used. Additionally, there are waiver provisions that must be followed if co-branding does not occur, i.e., the Peace Corps logo is used without the USAID name or logo. Specific instructions on waivers and the placement of the USAID logo are available at the USAID website at <http://www.usaid.gov/branding/>. Post staff should contact the USAID mission for in-kind support (stickers, signs, etc.).

## **C. VAST Logo Guidance**

For VAST projects, the Peace Corps has also agreed to co-brand or co-mark with PEPFAR. Three logos exist for use by the U.S. government and implementing partners to brand PEPFAR. The PEPFAR logo should be the lead brand, followed by any specific agency logos, when marking PEPFAR-funded materials or programs in-country.

Currently, PEPFAR country-specific logos exist for 30 countries, and they should be used when marking country-specific materials. Those countries without a country-specific logo should use the general PEPFAR logo for foreign audiences. The country-specific logos are available in JPG and EPS.

Whenever the materials will be viewed by a foreign audience that is not country-specific, including at international conferences, the PEPFAR general logo for foreign audiences must be used. This logo includes an image of the standard, rectangular U.S. flag paired with the PEPFAR logo.

In addition, the general logo for foreign audiences must be used any time a PEPFAR program is implemented by the Department of State rather than another implementing agency (for example: Ambassador's small grants programs, Regional Procurement Support Office-RPSO, etc.). This logo includes an image of the standard, rectangular U.S. flag paired with the PEPFAR logo.

The PEPFAR general logo for U.S. audiences should be used when marking program materials that are not country-specific and directed at an American audience. The general logo is available in JPG and EPS in color and JPG in grayscale.

Contact the small grants coordinator or the HIV coordinator at your post for information on how to access the appropriate PEPFAR logo and further guidance on logo size and placement. Volunteers may visit this [link](#) to the PEPFAR website for further guidance.

# PCGO Small Grants Final Report

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The Small Grants final report is a tool to help Volunteers and their communities assess their small grant projects. The information included in the report will be submitted to Peace Corps headquarters through PCGO for reporting internally and to donors.

Once a project has been approved, Volunteers have access to the final report in PCGO. To access the final report, Volunteers should log into PCGO then click on the left-hand menu titled, “Approved Grants.” Volunteers will see a table titled, “My Grants,” which should list the grants currently being implemented by the Volunteer. (Typically, Volunteers will only have one grant listed.) Ensure that the project is selected in green. Below the “My Grants” box, there are tabs where a Volunteer may enter final report data: 1. Monitoring and Evaluation, 2. Classification and Indicators, 3. Timeline, 4. Budget. There are also the Documents and Printouts tab, Narrative and Submit tab, and, for PCPP projects, a Referrals tab.

Volunteers should work with their communities to fill out the final report in PCGO and submit it online for post staff to review. Volunteers should follow the [PCGO Volunteer step-by-step guide](#) for guidance on filling out the final report.

## **I. Tab 1: Monitoring and Evaluation – Final Results**

Under Tab 1, Section B. Final Results, Volunteers will see the goals, objectives, and indicators that they entered into their PCGO application. Volunteers will fill out the results for each indicator, and can add comments or an explanation in the comments column.

## **II. Tab 2: Classification and Indicators – Final Indicators**

When Volunteers click on Tab 2: Classification and Indicators, they will see three sections: Classification, Initial Indicators, and Final Indicators. As Volunteers already filled out letters A through E in their application, they will only need to fill in the “Final Indicators,” letters F through I.

### **A. Final Capacity Building and New Technology and Practices Indicators**

In the PCGO application, Volunteers entered target indicators for capacity building and/or the adoption of new technologies or practices. For the final report, Volunteers should enter the actual numbers or results of those measures.

### **B. Final Beneficiaries and Participants**

In the PCGO application, Volunteers entered their target beneficiary and participant numbers. Volunteers should report the actual beneficiary and participant numbers in Section H. Final Beneficiaries and Participants.



### **C. Final Program-Specific Indicators**

In the PCGO application, Volunteers may have entered target SPA, VAST, FTF, GEF, and ECPA specific indicators. Volunteers with projects funded by SPA, VAST, FTF, GEF, and ECPA should report actual results for each indicator in Section I. Final Program-Specific Indicators. (If the project was funded through PCPP, there will be no program-specific indicators to report.)

## **III. Tab 3: Timeline**

No data is required to be reported under Tab 3 for the final report.

## **IV. Tab 4: Budget – Final Report**

Under Tab 4, Section D. Final Report, Volunteers will enter each item that was purchased for the grant. Volunteers and their counterparts should utilize the budget final report to track and manage project expenditures. It may be utilized as both a final project budget and a spending log.

All purchases and/or in-kind contributions should be recorded, as well as all community contributions. The project log should be completed in English using local currency. Please see the [Volunteer Step-by-Step Guide](#) for information about how to enter the final grant costs.

## **V. Referrals**

The Referrals tab is only for Volunteers who applied for a PCPP project. No data is required to be reported under the Referrals tab for the final report.

## **VI. Documents and Printouts Tab**

In order to close a project, there are specific signatures from post staff that must be obtained upon completion and prior to the Volunteer's close of service: Volunteer, Small Grants coordinator, DMO, and country director. This signature form will be uploaded to the PCGO database and kept on file. The signatures required to close a project are kept on record and serve as proof that a project was completed, all funds were used as the Volunteer and community budgeted and documented, and there are no longer any residual duties or ties of the Volunteer or the Peace Corps to the project.

## **VII. Narrative and Submit Tab**

### **A. Narrative Section**

The narrative section of the final report allows Volunteers and their communities to put into words the process of project implementation. There are six sections Volunteers should complete: 1) Your Story, 2) Goals Achieved, Changes in the Initial Objectives, and

Community Feeling, 3) Capacity and Skills Built, 4) Sustainability, 5) Unexpected Events and Recommendations, and 6) Lessons Learned and Promising Practices. Volunteers should be as descriptive as possible.

Although most of the sections are self-explanatory, the “your story” gives the Volunteer space to write a small vignette about the project to give life to the work the Volunteer and his/her community have done. The Peace Corps may use this section for press or communications purposes, or distribution throughout the agency, so Volunteers should consider explaining the context and cultures of their communities when providing their description. It is an open space for sharing results and meaningful experiences in the development and implementation of a small grant project. Volunteers may wish to highlight the struggles, the particular successes, and the general benefit of the project on their community, though it can be about any portion of the project. Peace Corps headquarters urges Volunteers to be creative and thoughtful in completing this section.

Overall, the narrative sections may be distributed to donors, donor organizations, Peace Corps offices, and outside entities. Volunteers and counterparts should complete this section in a professional and comprehensive manner, representing accurate outcomes as they took place during the project implementation. Volunteers should ensure the section is completed in English and has been reviewed for errors.

## **B. Submit Button**

Once Volunteers and their counterparts have completed each proceeding tab and the narrative section, they will be able to submit the final report through PCGO. Volunteers should use the blue “Save or Submit” button and choose “Submit” to submit their final report. Once submitted, Volunteers will no longer be able to edit project information. If changes need to be made to the project file, Volunteers should contact their small grants coordinator to change the status of the project in PCGO.

# Project Closeout

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At the close of a project, Volunteers and their communities must prepare and submit a small grant final report to their small grants coordinator and Peace Corps headquarters. For PCPP, the Small Grants final report also acts as a report for donors who supported the project. Volunteers are encouraged to include photographs showing the implementation and final result of projects with their final reports. Peace Corps headquarters will share the final reports with donors and other agencies upon request.

## I. Final Report

As outlined in the previous section, the final report allows Volunteers and their counterparts to detail the outcomes of their projects. Similar to the application, each funding source has unique required information that must be reported on by the Volunteer when submitting the final report. **Volunteers should utilize the final report to record goals, outcomes, project spending, and indicators throughout implementation.**

### A. Submission of Final Report to Post's Small Grants Coordinator by the Volunteer

A Volunteer must submit the small grant final report through PCGO as soon as his or her project is completed, and **no less than one month prior to his or her close of service date**. Volunteers should be aware of post policy regarding the submission of their final materials and the timeline outlined for them to do so. Failure to submit reports in a timely manner reduces the opportunity to address problems that may be identified in the report.

The small grants coordinator will review the reports to ensure completeness, and verify that all materials requested in the final report are included. Volunteers who have completed a SPA, VAST, ECPA, GEF, or FTF project must be sure to fill out the appropriate indicator information (see below). If Volunteers have questions in the completion of these sections, the small grants coordinator is available for assistance.

In order for a project to be closed out, the small grants final report must be signed by the Volunteer, the small grants coordinator, the director of management and operations (DMO), and the country director.

### B. Submission of Final Report to Peace Corps headquarters by Post's Small Grants Coordinator

Once a Volunteer's project has been reviewed, funds have been returned (if necessary), and all appropriate documents have been signed, the post will change the status of the project in the PCGO database. Peace Corps headquarters will review all documents, ensure all unused funds have been returned and appropriate paperwork has been submitted, and will then officially close the project in the PCGO system.

## II. Reporting and Indicators

Within the final report, as with the application, indicators and reporting are required. This data is submitted to the Peace Corps' partnering agencies and initiatives (USAID, Feed the Future, PEPFAR) to report on the wide and comprehensive work Volunteers implement in the field.

### PCPP

- PCPP does not require indicators as other funding sources. This is because funds are not provided by the U.S. government, but rather, by private sector donors.
- Volunteers should complete the final report in the same manner they would for any other program, as donors (foundations, corporations, high-net-worth individuals) often request the final report for their files and reporting.
- All reporting on projects is essential to monitoring and evaluating the Peace Corps Small Grants Program as a whole and its effects on the communities the Peace Corps serves.

### SPA

### VAST

### ECPA

### GEF

### FTF

- If the project was funded by SPA, VAST, ECPA, GEF, or FTF, Volunteers must report on one or more indicators. The small grants final report contains a subset of standard indicators that correspond with activities that Volunteers typically engage in under the program elements for which Peace Corps posts frequently receive funds. The indicators in the final report will match those included in the small grants application that the Volunteer submitted.

## III. Verifying Budget and Receipts

Upon submission of a Volunteer's final report, the small grants coordinator or the director of management and operations (DMO) will review and verify that all purchases and procurements are accounted for and that funds were spent in accordance with the approved budget. Discrepancies will be resolved prior to the Volunteer's close of service date. Volunteers should be attentive in compiling their final budgets in PCGO throughout implementation. All purchases should be recorded in the PCGO final budget, and each purchase and contribution (in-kind or monetary) must be supported by receipts, invoices, or other documentation.

The small grants coordinator or DMO should ensure the following:

- Each disbursement of funds is documented in the final budget.
- Invoices are included for all large purchases. Invoices must be legible, include an English translation, and contain the name of the vendor, name of the purchaser, date of the purchase, an itemization of materials purchased including quantity and unit cost, and the total amount of the purchase.

- Receipts are included for goods and services where invoices are not traditionally used (e.g., artisan/skilled labor, in-kind contribution). Receipts confirm the date the service was provided, the name of the service provider, the number of hours or days worked, an hourly or daily rate, and the total amount paid, converted to U.S. dollars.
- In the event that funds were spent but have not been recorded with a receipt or invoice, the Volunteer must be prepared to provide proof of purchase in another manner to the DMO or post staff. This may be done by recording photographs or testimonies from local community members.
- Once the final report, receipts, and finances have been reviewed and verified, the Volunteer and small grants coordinator must ensure that all required signatures are obtained.
- Upon obtaining all necessary signatures, the final report will be submitted through PCGO to Peace Corps headquarters for close out.

#### **IV. Returning Funds**

Once the final report has been reviewed at post, the DMO will determine if there are unused funds that must be returned to Peace Corps headquarters. If there are unused funds at the end of project implementation, Volunteers should try to utilize those funds to support or enhance their project in line with its original goals and scope. If that is not possible, Volunteers must return the funds. The collection of these funds must be completed before the Volunteer leaves the country.

If funds remain and are turned in by the Volunteer with the final report, the DMO will collect the funds and either return them to Peace Corps headquarters or make them available to other small grant projects in-country by returning them to the SPA, ECPA, GEF, or FTF program funds at post.

If the Volunteer does not return unused small grant funds in his or her possession, the post will contact Peace Corps headquarters to send a bill of collection to the Volunteer, requesting repayment of the funds in question. When received from the Volunteer, these funds will be posted against the original obligation(s) and the Volunteer will incur no additional liability.

# Lessons Learned

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## **Volunteers shared the lessons they learned while doing a Peace Corps Small Grants Program project.**

“The most important lesson was that the workshops need to be held in the local communities. Participation increases and the hands-on activity at a neighbor’s farm helps demonstrate that the idea can in fact be done successfully in the target community.”

“I have learned that having the community group write most of the project is a strong indicator of the interest and growing capacity of the organization.”

“Make sure that the community really wants the project. If the community had not been behind it, such a project never could have worked. As it was, the SPA project was perfectly matched to the needs and the will of the community.”

“Be prepared for success. If you know or sense that you are tapping into a deep unmet need of your community, if you are persistent and execute well, you will eventually attract more potential participants than you may be prepared for. Also, engage participants as facilitators, trainers, and educators: Train them, nurture them, and they will help expand the program in a sustainable way.”

“Prior to writing the proposal, do a formal needs assessment with the community or school. Hold formal meetings to discuss the logistics of the project and insist that the [host country national] counterpart and other English-speaking staff are an integral part of the grant writing.”

“Let counterparts and community members take ownership of the project as much as possible, and always give credit where credit is due.”

“Start small with an example. Then expand to other villages who demonstrate self-motivation. Really know the community before working with them. Be patient before diving into a project. Have a counterpart who the people respect.”

“If Volunteers live in communities that want to hold English camps, they should first conduct training for teachers in how to plan and run English camps and then have the teachers and community members hold the English camp.”

“Volunteers should work hard to ensure that expectations for a project fit the most likely outcomes and be certain that all community members are well-informed of all activities so they can participate. Nothing hurts a project within a small community more than disappointment and perceived ‘false advertising’ of benefits or people claiming they were never informed of possible training or benefits.”

“I would say that you can plan and prepare as much as you want, but the unexpected—or even the unwanted—will still occur. Nevertheless, remain calm and continue as it should all work out in the end.”

“Every session was taught using a visual aid while the majority of the sessions also included practical or interactive activities. After every session, we reviewed the main points and every morning we reviewed the previous day’s sessions. I believe that this constant repetition was a large factor in the participants’ learning.”

“Solicit money early, at least a year before COS date. The construction takes longer than one would think.”

“Double the implementation period when you write proposals; be flexible and oversee developments of the project on a daily basis; be imaginative in finding solutions to problems you’ll encounter; be patient; and remember that implementing project is often a learning experience for both us and our host country counterparts.”

# APPENDICES

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**Appendix 1: Financial Management and Capacity Building Assessment Tool**

**Appendix 2: Estimating the Value of In-Kind Contributions**

**Appendix 3: Project Cost Approval Request**

**Appendix 4: Project in Excess of \$10,000 Approval Request**

**Appendix 5: Well Project Requirements for Feed the Future**

**Appendix 6: Logic Model**

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## Appendix 1: Financial Management and Capacity Building Assessment Tool

How does the community organization/group plan and manage its finances and budget? (Circle ONE relevant box for each question.) Use this tool to determine the community's financial readiness for project design and management.

Before completing this tool, ask yourself the following:

1. Have you and/or your community counterpart received Project Design and Management (PDM) training?
2. Has the community organization/group received any project management/budgeting/basic accounting training (either from the Peace Corps or another organization)?

Question		Capacity Score			
		0	1	2	3
Finances	<i>Does your organization keep written accounting of income and expenses that can be presented on demand?</i>	No accounts kept	Records kept of money received and spent, but difficult to know how much money is held at any one time	Accounts kept up-to-date and balances and statements are prepared at the end of the year	Balances and statements prepared quarterly. At year end, presented to external stakeholders for review and possible approval
Bank Account	<i>Does your community organization/group have a bank account to hold its funds?</i>	No bank account, all funds managed in cash	Someone's personal account used for any funds	Bank account registered in org's name, which requires authorized check signatories	Manual record of all payments (cashbook) is kept and compared with all bank statements
Financial Control	<i>Who is responsible for approving expenditure and issuing cash?</i>	One person	Two people	Two people with oversight from another person	Two or more people with oversight from several people
Budget and cash flow planning	<i>Does your organization prepare, monitor, and review a budget?</i>	Budgets are prepared for every funding proposal but not used for anything else	Budgets are set to decide how much to spend on all project and organization costs to ensure there is money for future plans	Budgets are presented annually for approval to a board or representative group of members	Every six months budgets are compared to money already spent and planned cash flows
Reporting requirement	<i>Do you provide accurate financial reports on time to donors?</i>	No experience of having to submit donor reports	Reports are submitted but always late and with incomplete information	Some reports get submitted on time but are often incomplete or get queried by the donor	Reports always submitted on time and always meet all donor requirements
Profit	<i>What increase in profit have you had over the last year?</i>	None	Up to 10%	10–20%	More than 20%

Score	1	2	3	4	5	6	Total
Section							
Explanation/Comments							

Adapted from USAID, FHI360, World Vision. (2012). Integrating Very Poor Producers into Value Chains Field Guide p. 127

## Appendix 2: Estimating the Value of In-Kind Contributions

Many grant programs include community contribution requirements. Such requirements are put in place for several reasons. They help to ensure that the community is directly invested in the project and will continue to take ownership of the project throughout its life. They limit the risk of a community becoming dependent on outside funding to purchase materials or services that the community already has or can obtain with its own resources. Finally, encouraging a community to identify resources within its reach recognizes the assets a community already possesses and can build upon to support further development.

For these reasons, it is important that community contribution requirements are taken seriously. However, many of the organizations that Peace Corps Volunteers work with do not have the ability to make their contributions in cash. To ensure that cash-poor communities are not excluded from receiving grants, contributions may, in some cases, be provided as in-kind goods or services. In-kind contributions may include labor, meeting or conference space, transportation, food, lodging, materials, supplies, or any number of other costs.

Where in-kind contributions are allowed, it is important that contributed goods or services are carefully and reasonably valued so that the grant recipient's level of commitment and investment can be accurately gauged. Volunteers should work with their community counterparts to determine the value of in-kind services, as well as seek guidance and input from post staff—in particular, host country national staff who are familiar with local costs. The following four guidelines will help Volunteers determine a reasonable value for in-kind contributions:

- 1. In-kind contributions should only be counted if they are reasonably necessary to meet the objectives of a project.**
  - *Example 1:* Manual labor for digging a hole and laying cement is a valid in-kind contribution for a latrine-building project.
  - *Example 2:* A television set should not be counted as an in-kind contribution for a latrine-building project.
- 2. The value of in-kind contributions should be estimated at the price the organization would have to pay to purchase the specific good or service being contributed.**
  - *Example 1:* Manual labor should be valued based on the daily rate of a day laborer in the community times the number of days labor is provided.
  - *Example 2:* Although provision of meeting space might be a valid in-kind contribution for a project, a small meeting room in an office should not be valued at the price it would cost to rent a large conference room in a fancy hotel down the street.
- 3. When valuing in-kind goods or services, estimates must take into account the state of repair or quality of the contributed item (in other words, a used item should not be valued at the price the item would cost if it were new).**
- 4. In-kind contributions should be actual contributions that will be provided during the life of the funded project itself; they should not include speculative future contributions that will be made in the future after the project has been completed.**

**Appendix 3: Project Cost Approval Request**



**PEACE CORPS SMALL GRANTS PROGRAM**

**Project Cost Approval Request**

PROJECT # \_\_\_\_\_ - \_\_\_\_\_  
Grant Type FY Country Code Grant #

Date: \_\_\_\_\_

Country: \_\_\_\_\_

PCV Name: \_\_\_\_\_

Project Amount: \_\_\_\_\_

Please check all costs for which country director approval is required. Written justification and total sum in U.S. dollars must be provided for each. This form can also be located on PCGO under "Documents and Printouts." The completed form should be uploaded to PCGO upon application submission for review and approval at post:

- Motor Vehicles/Other Conveyances
- Giveaways, Prizes, Celebrations
- International Travel
- Volunteer Costs
- Other: \_\_\_\_\_

**Justification for Cost(s):**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**This project meets all other relevant Peace Corps Small Grants Program requirements and has been reviewed and approved by the post-level small grants committee:**

- Yes
- No

*This request follows the guidance and procedures set forth in the Small Grants Volunteer Handbook issued May 2015.*

\_\_\_\_\_  
*Peace Corps Country Director Signature*

\_\_\_\_\_  
*Date*

## Appendix 4: Project in Excess of \$10,000 Approval Request



### PEACE CORPS SMALL GRANTS PROGRAM

#### Projects in Excess of \$10,000 Approval Request

*This request must be completed by the Volunteer and Small Grants Coordinator and submitted along with the project application to the post's small grants committee for consideration and approval. Once approved and signed by the country director, the small grants coordinator shall submit the full application package (application, signature forms, and \$10,000 request) to Peace Corps headquarters final approval. (See Peace Corps Small Grants Staff/Volunteer Handbook for more information.)*

**PROJECT #**

Grant Type

FY

Country  
Code

Grant #

**Date:**

**Country:**

**PCV Name:**

**Project Title/Number:**

**Requested Project Amount:**

#### Section 1: Peace Corps Volunteer/Community:

Considerations	Responses
Can this project be scaled down, or divided into separate stand-alone projects under \$10,000? If not, explain why.	
What is your experience in independently managing large amounts of funds?	
What is the community groups' experience in managing funds? What is the largest grant they have worked with before?	
As a Volunteer, have you received Project Design and Management training?	
Are you aware that Volunteers are liable for any lost, stolen, misused, or unaccounted for funds if found negligent? Describe your plan to ensure funds are secure and well-managed.	

#### Section 2: Small Grants Coordinator:

Program	Considerations	Responses
SPA VAST ECPA FTF GEF	How much funding will remain in this program element for other grants?	
	Will adequate funds remain to meet demand from other Volunteers?	

<b>PCPP</b>	What is the fundraising plan? How will the Volunteer ensure the fundraising goal is reached leaving enough time for project implementation?	
	Is there a back-up plan in place in the event the project does not reach its funding goal?	
<b>ALL Funding Sources</b>	How will post staff ensure that this project will: - Be implemented on-time - Remain on-budget - Include all necessary documentation What procedures will be put in place to ensure this project is successfully implemented?	

**Submission Signature :**

*I have read and understood the considerations as described on [page 19](#) of the Small Grants Handbook for Volunteers and ensure that this project meets basic Small Grants Program requirements and confirm that this project cannot be broken into separate stand-alone projects less than \$10,000.*

\_\_\_\_\_  
*Volunteer Signature*

\_\_\_\_\_  
*Date*

*I confirm that I have reviewed this project and determined that there is either funding available or the Volunteer has a sufficient fundraising plan to fund at project exceeding \$10,000.*

\_\_\_\_\_  
*Grant Coordinator Signature*

\_\_\_\_\_  
*Date*

**Approval Signatures:**

**This project meets all other relevant Small Grants Program requirements and has been reviewed and approved by the small grants committee:**

Yes       No

*This request follows the guidance and procedures set forth in the Small Grants Staff Handbook issued May 2015. Post approves this project as it is designed and recommends its final approval by staff at Peace Corps headquarters.*

\_\_\_\_\_  
*Peace Corps Country Director Signature*

\_\_\_\_\_  
*Date*

**Peace Corps headquarters Approval:  
This project is approved to exceed the \$10,000 limit:**

\_\_\_\_\_  
*Peace Corps Regional Director Signature*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Peace Corps Small Grants Leader Signature*

\_\_\_\_\_  
*Date*

## Appendix 5: Well Project Requirements for Feed the Future

USAID requires water quality testing for all well projects. If Feed the Future (FTF) funding is accessed for well projects, all of these requirements apply:

### The well must

- Be covered and locked, if possible
- Well water must be tested and treated for contaminants, including fecal and total coliforms, nitrates, nitrites, and heavy metals including arsenic
- Be clearly labeled with signs explaining that the water is for agricultural purposes and not for human consumption, e.g. “Not potable, for irrigation only”
- Be cemented all the way down to the water level (except in special cases when this is not possible and the project is exempted from this requirement by the director)

### As part of the project planning, you should

- Inform the Peace Corps country director and program manager that you are planning a well project
- Calculate estimated yield and extraction rates for the well (contact USAID or the SPA program manager for additional information on how to calculate extraction rates)
- Identify a qualified individual who will serve as “technical adviser” for the project. Explain in the project proposal how this individual will help to ensure the project is technically sound. You can contact the Peace Corps Volunteer leader for help finding a technical adviser.
- Consider maintenance costs that will be required to keep the well-functioning safely. Together, with a water users’ association, build a mechanism for paying future maintenance costs into the project design (e.g., usage fees or set aside a portion of the profits in case of a garden project)
- Include the initial water quality test costs in the small grant; however, ensure the community has plans and resources to conduct periodic water quality testing during the lifetime of the well
- Review potential problems listed in the [ENCAP Visual Field Guide: Water Supply](#) document when placing the well and consult the Global Environmental Management Support website for further [best practices](#) for water supply projects. Consider these issues in the environmental review section of the project proposal.

### Well location

- For siting wells it is important to locate the well at the highest point on the property
- Avoid positioning down slope from potential sources of contamination, including surface water flows and flooding conditions
- Locate the well in an accessible site for maintenance
- Define a sanitary protective area around the wellhead that is kept in its natural state

### Potential contaminants

- Yield and quality of water supply will depend on soil type (which determines filtering capability and transmissivity)

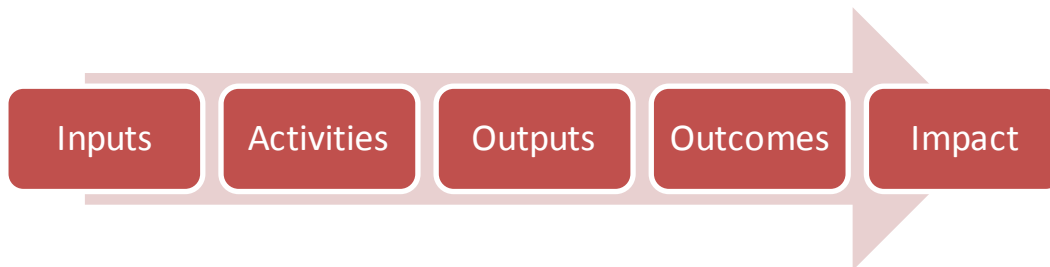
- Coarse gravel, limestone, and disintegrated rock can allow contaminants to travel quickly with little opportunity for natural purification
- Distance to nearest point of potential contamination is site/aquifer specific (refer to EGSSAA water and sanitation)

**As part of the project implementation, you should:**

- Conduct an effective training with the community on sustainable use and maintenance of wells. The training should also outline the health and safety risks of drinking potentially contaminated water and the Volunteer should discuss the problems outlined in the [ENCAP Visual Field Guide: Water Supply](#) document
- Test the well for fecal and total coliforms, nitrates, nitrites, and heavy metals including arsenic and arrange for periodic follow-up testing (the community should commit to this and it should be explained in the proposal under “community contribution”)
- Volunteers should include the cost of water quality testing in the project budget; this cost may be excluded from the total for the 25 percent community contribution calculation

## Appendix 6: Logic Model

A **Logic Model** is a visual representation showing the sequence of related events (e.g., inputs, activities, outputs, outcomes, impact) that connect the need for a planned activity or set of activities with the desired outcomes and results.



- **Inputs:**
  - **Definition:** Resources used during project activities to produce outputs
  - **Question:** What do you put in?
  - **Example:** People, space, materials, knowledge, skills
- **Activities:**
  - **Definition:** A task or group of tasks undertaken to achieve a specified result
  - **Question:** What are you doing?
  - **Example:** Teaching good hygiene practices, teaching how to make soap, teaching how to make a hand-washing station for the home
- **Outputs:**
  - **Definition:** The direct result of the activities of a project. Outputs may be goods, infrastructure, services or people reached by services.
  - **Questions:** Who came? How many came? What was developed?
  - **Example:** 8 women, 14 girls under 15, 10 boys under 15 attended. 8 hand-washing stations were produced, 25 bars of soap were made
- **Outcomes:**
  - **Definition:** Changes in specific knowledge, attitudes, behaviors, or conditions that result from project activities
  - **Questions:** What changed? Of the number who participated, how many showed change?
  - **Example:** A month later, six women were using the hygiene practices they learned in their homes.
- **Impact:**
  - **Definition:** The long-term, cumulative effect of an intervention or interventions (e.g., the long-term results stemming from participants' activities over the life of a project)
  - **Questions:** What is the long-term effect?

Example: Community members, especially children under 5, are not contracting hygiene- and sanitation-related illnesses (like chronic diarrhea) as often as they once did; community members are able to work more consistently and students are performing more effectively in school because they aren't out sick as often.



## Appendix 7: Data Collection Tools - Participants List

Training Title:

Date:

Location:

Facilitator:

#	First & Last Name	Female/Male	Age	Region/Village	Occupation, if any	Telephone number	Signature or thumbprint
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							

## Appendix 8: Guidance for Determining Participants vs. Beneficiaries

Volunteers and their communities are required to record on the small grants application and final report the number of people in their community who participate in and benefit from the project. It can be difficult to distinguish participants from beneficiaries and to make an accurate determination of how many people belong in each category. This document provides guidance on how to accurately determine the number of participants and beneficiaries for each project and how to avoid double counting.

### I. Characteristics of Participants vs. Beneficiaries:

Participants are those who are directly involved in the design and implementation of the project, including those who attend trainings or workshops.

- Participants are usually involved in the project during the project planning and/or implementation phases.
- Participants receive a transfer of knowledge, skills, and attitudes as a result of participation in project activities and might go on to teach what they learned during the project to other community members.

Beneficiaries receive an indirect benefit from the execution of the project, but are not involved in the planning or execution.

- Beneficiaries often profit from the execution of the project after the main period of project implementation has passed.
- Beneficiaries may receive a transfer of knowledge, skills, or abilities from participants who were trained during the main period of project implementation.

### II. Who Should Not be Counted as Participants or Beneficiaries?

- Community members who could potentially participate in or benefit from the project if they chose to but are not reasonably expected to do so.
- The entire population of a village, unless they all actually participate in or benefit from the project in a tangible, measurable way.
- Community members who receive a benefit from the project within an infinite time frame.

### III. Examples of Direct vs. Indirect Beneficiaries

- 1) A community works with their Volunteer to develop a teacher training project. The project is to be regional in scope, involving the travel of ESL teachers from 10 villages to the regional capital to take part in a three-day workshop. Following the training, the teachers will utilize new activities and teaching techniques that they learned at the training in their classrooms. There will be 10 teachers at the workshop and each teacher has three classes of approximately 60 students.

For this project, the teachers are the participants and those they will teach after the training are the beneficiaries. Thus, the totals are as follows:

- 10 participants
- 1,800 beneficiaries

- 2) A youth group approaches a Volunteer asking him to help them raise funds for a community youth center. Together, they develop a project that includes building the center and planning a series of events to take place at the center that will focus on giving information about educational and work opportunities available to youth in the area. There are 15 youth in the group and there is an expected attendance at the events of an additional 70 youth. Following the planned events, it is expected that a portion of the youth in the community will make use of the new space for meetings and other events.

For this project, the participants are the 15 youth in the group and the 70 youth who will attend the initial informational sessions. The beneficiaries are those who will likely make use of the meeting space in a reasonable time frame following the project's implementation. Assuming that there are about 800 youth in the town in general, but that not all of them will make use of the center, the beneficiaries could be determined by the Volunteer and the community making an informed guess of what portion of those youth would use the center. Thus, the totals are as follows:

- 85 participants
- 400 beneficiaries (assuming half of the village youth would make use of the space)

- 3) A Volunteer and her community work together to plan a project to educate the community about malaria prevention and treatment and distribute treated mosquito nets to every household in the community. During the project, 15 local volunteers will attend a training about malaria prevention and treatment and will then be responsible for holding a town meeting to educate citizens about the disease and distribute bed nets. Following this meeting, the volunteers will visit homes in the community of people who did not attend the town meeting to distribute nets and educate household members about malaria. A representative of the volunteers will also appear on a radio show in the regional capital to talk about the disease. The population of the town is 2,000. The expected number of listeners to the radio show is 6,000.

For this project, the participants are the 15 volunteers and the beneficiaries are the citizens of the town being educated about the disease and receiving bed nets as well as the listeners of the radio show. Thus, the totals are as follows:

- 15 participants
- 8,000 beneficiaries

- 4) A Volunteer works with the water committee of a town to plan a project to build a large-diameter well in a part of town where water is scarce. The population of the town is 5,000, but the Volunteer and the water committee estimate that only about 200 people will make regular use of the well.

The participants of this project are the members of the water committee and the beneficiaries are the citizens who will make regular use of the well. Thus, the totals are as follows:

- 8 participants (the water committee)
- 200 beneficiaries

## Appendix 9: Managing Grant Funds and Project Closeout



### PEACE CORPS SMALL GRANTS PROGRAM Tips for Managing Grant Funds and Project Closeout

#### Managing Grant Funds

##### DOs

- Keep your funds only in your grant bank account (if applicable). Check all prices and availability of the products that you would like to buy prior to withdrawing grant funds.
- To the maximum extent possible, withdraw grant funds in small amounts—only enough for the purchases you will make today.
- Make all purchases for your project together with your local project partners.
- Keep copies of all receipts and submit with completion report.
- Together with your local project partner, record entries in PCGO under the final report “Budget” tab on the same day of the purchase.

##### DON'Ts

- DO NOT keep grant funds at home.
- DO NOT travel by yourself with large sums of money.

#### Receipts

- You must collect and keep receipts for all purchases made with grant funds.
- Receipts should include the date, vendor name, items purchased (including quantity and unit price), and should bear the signature of the vendor or vendor stamp.
- If the vendor does not have a receipt, you should draft a receipt or purchase a receipt booklet to properly record the costs.

#### Grant Closeout Procedure

1. Group the receipts in categories and subtotal them (i.e., transportation, logistics, stationary, etc.);
2. Use clear tape to tape your receipts to blank paper (regular-sized paper);
3. Number all of your receipts;
4. In PCGO, select the “Final Budget” under the “Budget” tab to list your expenses, using corresponding receipt numbers for easier cross-referencing;
5. Prepare the final report, using the appropriate template;
6. Submit your final report through PCGO;
7. Bring originals of the receipts to the small grants coordinator to verify the receipts against the final report, and check to make sure that everything is otherwise complete; and
8. If you have unspent funds, you must bring them to the cashier, who will issue a bill of collection and collect the remaining funds from you.

Please provide the small grants coordinator and your APCD with any feedback you have regarding your project and “lessons learned” that might help Volunteers in the future who are engaging in similar projects.

## Appendix 10: Transfer of Responsibility Form



### PEACE CORPS SMALL GRANTS PROGRAM Transfer of Responsibility

PROJECT # \_\_\_\_\_ - \_\_\_\_\_  
Grant Type                      FY                      Country Code                      Grant #

Original Volunteer Coordinator: \_\_\_\_\_ COS date: \_\_\_\_\_

New Volunteer Coordinator: \_\_\_\_\_ COS date: \_\_\_\_\_

#### Volunteer Transfer Agreement

We, \_\_\_\_\_, respectively, the undersigned, \_\_\_\_\_, stationed in \_\_\_\_\_, and \_\_\_\_\_, stationed in \_\_\_\_\_, both Peace Corps Volunteers (PCVs), hereby agree to the following:

1. The purposes and objectives of this Small Grants project shall be completed by the new PCV coordinator along with the community organization because the original PCV coordinator is no longer able to complete the approved project.
2. **If any small grant project funds have been spent**, the previous PCV project coordinator will submit a final report detailing any funds spent and an explanation of the current project status.
3. The original PCV has passed on to the new PCV the total amount of project funds remaining, purchase receipts, project logs, and all other information related to Small Grant funds already expended in his or her possession.
4. The new PCV is aware of reporting and other obligations related to the management of the project and will submit the Small Grants final report to the post's small grants coordinator upon completion of project activities and well in advance of COS.
5. The transfer of responsibility is undertaken willingly by the new PCV and the assumption of the responsibility for the project shall in no way hamper the regular duties of the new PCV project coordinator and that the site of the project is readily accessible to said PCV.

#### Status of funds and expenditures to date

(a) Total small grant funds originally awarded (US\$)	_____
(b) Expenditures to date, verified by receipts (US\$)	_____
(c) Total small grant funds remaining (US\$)	_____

*If the sum of line (b) and line (c) does not match the amount in line (a), please attach an explanation and justification for the discrepancy.*

**Consent and liability**

Is the new PCV accepting funds directly?     (Yes/No)    

If the answer is “yes,” a signed Peace Corps Volunteer consent and liability acceptance form must be attached to this document

This agreement shall be effective upon the approval of the Peace Corps country director.

\_\_\_\_\_  
*Original Peace Corps Volunteer Signature*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*New Peace Corps Volunteer Signature*

\_\_\_\_\_  
*Date*

**Approved by:**

\_\_\_\_\_  
*Administrative Officer Signature*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Peace Corps Country Director Signature*

\_\_\_\_\_  
*Date*