



BONUS MODULE

Grant Management

Bonus Module:

Grant Management



Introduction

Companies, start-ups, entrepreneurs, non-profit entities, and NGOs need funding to support their activities and implement new projects. One of the main ways to fulfill this need is by applying for a grant.

This module gives an overview of the **entire grant management process**, distinguishing between different types of grant opportunities and detailing the three main phases of the grant management journey: the pre-award phase, implementation, and closeout. Insight is also given on funds granted by the European Union (EU).

Moreover, **chapters 3 and 4 provide** a comprehensive list of digital platforms for grant scouting and other useful tools and resources particularly relevant for cultural and creative industries (CCI) in the Mediterranean and MENA region.

Aim



This module provides basic knowledge of the grant management process and an overview of opportunities targeted to the CCI.



Knowledge

- Definition of grant and grant management
- Definition of the different types of grants
- Overview of the entire grant management process
- List of concrete opportunities and tools to facilitate the access to CCI-related grants



Skills

- Capacity to manage the entire process of grant implementation and follow-up
- Ability to scout different grant opportunities



Competences

- Distinguish different grant opportunities
- Planning of the grant management process



Keywords



- Grant
- Grant management
- Grant scouting
- Reporting
- Cultural and Creative Industries

Required resources



LESSON PLAN

TOPIC

Introduction

1.: Definition and types of grants

1.a.: General operating grants

1.b.: Program and Project Grants

1.c.: Capacity-Building & Technical Assistance Grants

1.d.: Capital Grants

1.e.: Research grants

1.f.: FOCUS: EU grants

2.: Grant life cycle

2.1.: Pre-award phase

2.2.: Post-award phase | Implementation

2.3.: Closeout

3.: Grant scouting

4.: Useful tools

5.: References

Definition and types of grant

What is a grant?

A grant is a financial award given by one entity, typically a company, foundation, or government, to an individual or a company in order to fund a particular activity, venture, charity, or facility.

Grants differ from loans since **they do not have to be repaid**, as long as the money is used for the purposes for which the grant was created.

Grant funding is not intended to create profit for the beneficiaries, but to help them strike a financial balance.

A grant is a funding contract between the funding agency and the beneficiary to support an organisation's activities and deliverables as detailed in their proposal or application.

USEFUL VOCABULARY

Grantmaker (also known as grantor or funder): the organisation or agency that receives your funding request and decides whether to fund it or reject it.

Grantee: the organisation or the individual that receives the grant amount.

Grant proposal: the narrative description of the proposal that an organisation plans to undertake to fulfill both its own and the grantmaker's goals. All grants require the grantees to use the funds as promised in the grant proposal or application.

What is grant management?

Grant management is all the administrative responsibilities and work that goes into receiving and tracking grant funds. In other words, grant management includes all processes and methods organisations go through to oversee grants, from the grant writing and application submission to the final reports.

1.: Definition and types of grants

Principal types of grants

a GENERAL OPERATING GRANTS

Operating grants, also known as core or unrestricted grants, are characterized by a high level of flexibility. They support the overall mission of the organisation rather than a particular program or project and can be used to cover overhead expenses and administrative costs – everything from salaries and equipment, to rent and paying the electric bill. This type of grant is quite rare.

b PROGRAM & PROJECT GRANTS

Program and project grants are the most common type of grant awards. They can only be used to implement, support, or grow the programs or projects described in the grant proposal. Most EU-funded grants – including the grants available under the CREAT4MED project – belong to this category.

c CAPACITY-BUILDING & TECHNICAL ASSISTANCE GRANTS

A capacity-building grant is a financial award used to develop competencies, strategies, systems, and structures to improve organisational effectiveness and/or for hiring and training staff.

Capacity-building grants are similar to technical assistance grants. The difference between the two is that the latter provides outside support, often by engaging the services of a financial expert, lawyer, strategic planner, fundraising expert, or other external consultants.

d CAPITAL GRANTS

Capital grants are finite, time-limited subsidies with specific objectives. They are generally issued for the express purpose of gaining capital, for example for the construction of new facilities, renovation, refurbishment or restoration of an existing space, purchase of equipment, furniture, and other major material, or land purchases.

e RESEARCH GRANTS

A research grant funds research efforts made by individuals, universities, or other groups. In general, a research grant can refer to anything from a sum of money given to a researcher for all expenses, to a grant that is limited to only funding certain parts of research, such as a first or second trial.

f FOCUS: EU GRANTS

" Grants are **direct financial contributions** from the European Union budget awarded by way of a donation to third-party beneficiaries (usually non-profit-making organizations) engaged in activities that serve EU policies.

This expenditure is mostly subject to centralised management by the **European Commission**, either directly by its own departments or indirectly through EU agencies, executive agencies, or national agencies.

Grants represent a major part of the European Union's expenditure and fall into **two broad categories**:

- Grants that finance actions intended to help to achieve an objective that forms part of an EU policy
- Operating grants that finance the operating expenditure of a body pursuing an aim of general European interest or an objective that forms part of an EU policy.

Grants are based on the costs actually incurred by the beneficiaries for carrying out the activities in question, and the results of the action remain the property of the beneficiaries. Subsidies cannot be granted retroactively for activities that have already been finished.”¹

SOME TIPS FOR A SUCCESSFUL EU GRANT PROPOSAL

- 1 Most EU grants require applicants to be part of an **international consortium** led by only one of the involved organisations. In order to build successful consortia, make sure to cultivate relations with other organisations, institutions, companies, or other entities operating in your sector or sharing your mission and objectives. You can either join a consolidated consortium or start building a new one from scratch.
- 2 When applying for an EU grant, regardless of the nature of your proposal, make sure to add some useful keywords in line with the EU policy priorities, specifically the **green and digital twin transition, innovation, gender balance and inclusivity, and youth involvement**.
- 3 Make sure to allocate sufficient resources for **communication activities**. The EU always requires grantees to give proper visibility to the source of funding, both on digital and physical material (e.g., social media, website, leaflets, roll-ups, etc.). Communication activities can be implemented by your organisation, or you can subcontract this service to an external party.



¹ https://ec.europa.eu/info/funding-tenders/how-apply/you-apply-eu-funding-beginners_en

SOME TIPS FOR A SUCCESSFUL EU GRANT PROPOSAL



EU funding for beginners

https://ec.europa.eu/info/funding-tenders/how-apply/you-apply-eu-funding-beginners_en



European Commission's Grants

https://ec.europa.eu/international-partnerships/grants_en



VIDEO EU funding for your project?

<https://www.youtube.com/watch?v=P62sjnHL59w&t=23s>





A1

Answer the questions

- 01 Which types of EU funding are available for application?
- 02 Which principles govern EU grants?
- 03 What is the difference between direct and indirect Grant management ?

Answers

1 Question: grants, financial instruments (loans, guarantees, and equity), subsidies, trust funds prizes and procurements (public contracts).

2 Question: 1. Transparency and equal treatment, 2. Nationality rule, 3. No-profit rule, 4. Co-financing, 5. Non-cumulation, 6. Non-retroactivity

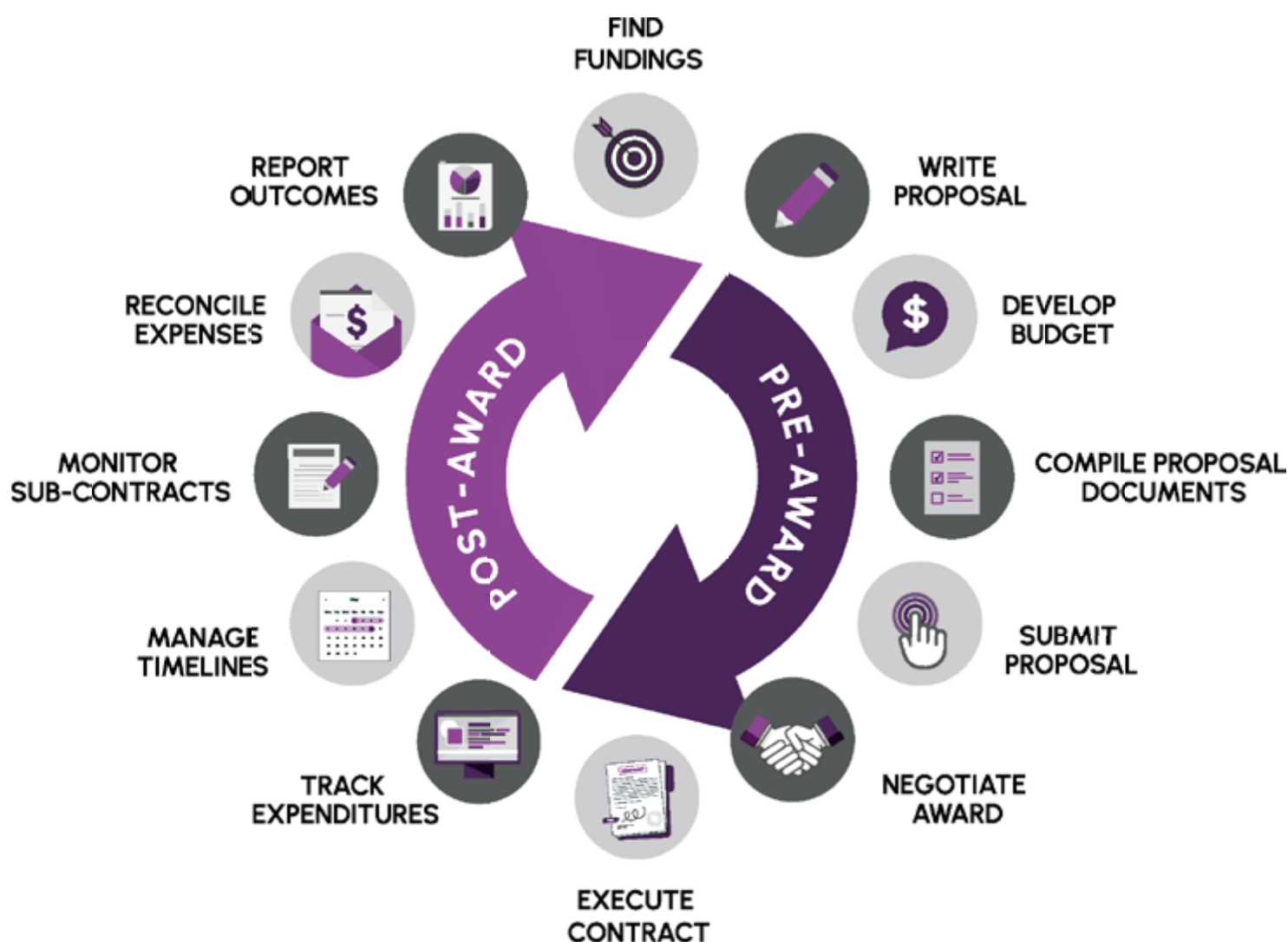
3 Question: 1. Direct Grant Management: When the European Commission directly manages grants, the EC fills the role of the contracting authority, which means that is responsible for the entire award procedure, from the publishing of calls for proposals to the award decisions, signing of the grant contracts, and monitoring of their implementation

2. Indirect G.M.: Indirect grant management means that the EC has concluded a financing agreement with a third party (for example, the government of a partner country) which fills the role of the contracting authority, while the EC performs prior authorisation controls of the main steps of the procedure.

Grand life cycle

Successful organisations have a solid grant management program that starts long before the grant is awarded. In general, the life cycle of a grant can be divided into **three key stages**:

1. Pre-award
2. Post-award/Implementation
3. Closeout



1. Pre-award phase

The pre-award phase typically includes searching for funding and developing the grant proposal with the financial sustainability plan for the project.

While searching for funds, **create a list of possible donors and fund portals** to check. Consider registering to the relevant thematic newsletter so that you're always updated with the newest opportunities.

In this phase, it is pivotal to **define the roles of the involved staff** of your organisation. In this regard, you need to define your needs, the different team responsibilities, who they will report to, and when they need to take action. Be as specific as possible in this step – it can greatly simplify the rest of the grant management process.

Make **sure to read all the grant application documents carefully** (e.g., application guidelines, annexes, application forms, etc.), and be certain that your proposal is in line with the grantmaker's objectives and vision.

Be sure to develop your proposal in good time. To do so, define a schedule for writing, reviewing, completing forms, and securing signatures, and avoid leaving things until the last minute.

When drafting a grant proposal, you must include the following information:

1 Cover letter

This section must contain an introduction (*who you are, what you do*) as well as the reasons you are applying and why you're qualified to do so. You must also explain the purpose of your grant proposal, including how it will benefit the organisation or any other details they need to know about the project.

You can use a bullet point list to summarise the reasons for applying and your goals. It is recommendable to write the cover letter towards the end when you have already written the entire grant application, and therefore have a clear idea of the overall structure and aims of the proposal.

2 Executive summary

The executive summary is a concise section reporting all the main information about your grant proposal. Most often, this section is what the grantmakers read first, then decide whether to move forward with reading the rest of it or not. Specifically, this section must contain your vision and the purpose of your project, the strengths of your organisation, the problem you are trying to solve, a short timeline and budget.

3 Need statement

This section must highlight in detail the need or problem are you trying to address with your proposal. Add numbers and data about the expected impact of your project on your community/sector, if possible. You must also explain how the grantmaker will benefit from the funding of your specific proposal; to do so, you will need to carry out accurate research about the grantmaker's vision and relevant policies.

4 Goals and objectives

The purpose of this section is to explain what you will achieve thanks to the grant. Do not promise more than what you can commit to since it is of utmost importance to demonstrate that you have an achievable plan of action. This section can also include any collaborations with other entities such as other projects, universities, or government branches.

5 Monitoring & Evaluation

This section must explain the indicators that you are going to measure and the methodology you will use to assess the impact of your project. You must demonstrate that you have measurable and quantifiable goals and objectives defined for the program across the period of implementation. You also need to state how often you will evaluate the impact of the implemented activities (each month, semester, year, etc.).

6

Budget information & Sustainability Plan

Your proposal must include a breakdown of how much money is going to be spent on implementing your project. Costs include the salaries of the people involved in the project, expected costs for services and materials related to the project actions (e.g., organisation of events, production of communication material, etc.), as well as indirect costs for sub granting, renting, utilities, etc.). In this section, you must also explain how you plan to sustain your project and activities beyond the funded grant.

7

Organisation background

You must provide a comprehensive description of your organisation, why it was established, and your vision and mission for the future. You should also include information about how many people work at your company on a full-time and part-time basis.

(List other relevant projects implemented/participated in by your organisation. Detail how you plan to use the grant to serve the strategy goals of your organisation).



2. Post-award/Implementation phase

Typically, when you are awarded a grant, you will receive a **Grant Contract or Agreement** listing the time period the grant covers as well as any due dates for reports. Put these deadlines on your calendar and make sure you do not lose track of them since missing a deadline can damage your record with a grantmaker.

Grant beneficiaries need to **track and evaluate** each relevant activity implemented during the grant period. To achieve this, you should agree on times and ways you can gain feedback from those people/organisations targeted by your project and try to record that feedback in multiple ways such as through surveys, website and social media analytics, pictures, and video content.

Some grants might have both interim reports during the process (monthly, every 3 or 6 months, or annual according to what is stated in the grant contract) and a final report after the grant period is over. In these documents, you must include the narrative description of the implemented activities, work accomplished to date, outcomes associated with the implemented activities, and borne costs. Use these reports to highlight any alterations to your original plan (e.g., activities timeline, budget allocation, etc.). The majority of grantmakers allow you to see the template of the **reporting documents** in advance, either as final documents or sections on an online platform. Take a look at them right away and determine what metric you should track and what questions you need to have in mind when implementing the funded activities.

You should pay close attention to **fiscal monitoring and spending**. This is particularly useful since the majority of grants reimburse expenditures rather than paying upfront. Make sure that your expenditures are eligible and qualify according to the grant terms; eligible costs are usually stated in the Grant Call for Proposal or in the Grant Contract.



TIPS FOR A SUCCESSFUL MANAGEMENT OF FINANCIAL FUNDS

1 Observe project start and end dates for spending

Make sure not to make payments before the agreed contract start or after its end date. **All invoices must be dated between the official start and end date of the grant.** You are still allowed to spend right up to the end of the contract date, but the invoices must be dated before the end of the project as the expenses can be accrued.

2 Avoid over and underspending

On the one hand, if you go over the agreed budget, exceeding costs will not be reimbursed by the grantmaker. On the other hand, underspending is as much, or even more, of a problem for a grantmaker as overspending is. Grantmakers have targets to meet, and they really want to avoid funds being returned to them and affecting their next year's allocation.

3 Make time to prepare financial reports for grantmakers

Putting a financial report together can be hard work that might require more time than estimated. This is especially true if you need information and support from busy managers. Delayed reporting from the operative team and poor follow-up at the managers' level usually leads to under-or over-spending going unnoticed until it is too late to rectify.

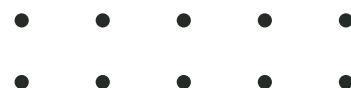


3. Closeout

The grant closeout is the process by which the funding agency determines that all applicable administrative actions and all required work associated with the grant award have been completed.

The purpose of the closeout is to ensure that final reports are received and evaluated, allowable costs are determined, amounts due to the grantees are identified, and payment arrangements are made. If all these conditions are met, and if the grantee does not seek a supplemental grant or a no-cost extension on the completion date, the grant is closed out.

After the ending of the granting period, all project files must be kept for three, five, or seven years according to the regulations of the grantmaker as per the grant contact. These documents can be used for an audit by the grantmaker agency.





Resource mobilisation for financial sustainability

Individual activity



Ouafa Belgacem on Resource Mobilization



Ouafa Belgacem, Founder of Culture Funding Watch – Tunisia

Questions:

- ① What are the two main pieces of advice given by Ms. Belgacem to CCI entrepreneurs?
- ② Which advice does Ms. Belgacem give to policymakers in order to guarantee the sustainability of the CCI sector?

Answers

1 Question: Plan your financial sustainability strategy in advance and thinking long-term, diversify the financial resources (e.g., grants, crowdfunding etc.).

2 Question: Adopting an ecosystem approach in which expertise, skills, and data are available and affordable. They should also encourage connections among the different CCI actors and empower them to influence investments and policies.



Grant Scouting

Grant and other funding opportunities for CCI projects and businesses in the Southern Mediterranean region:

1 CReative Entrepreneurs ACTing FOR the future MEDiterranean - CReACT4MED

CREACT4MED is a project funded by the European Union (EU) that aims to strengthen businesses and entrepreneurship in the cultural and creative industries (CCI) in the Southern Neighbourhood of the EU, with a particular focus on young people and women.

Website: <https://creativemediterranean.org/>

2 ENI CBC Med

ENI CBC Med is the largest Cross-Border Cooperation (CBC) initiative implemented by the EU under the European Neighbourhood Instrument (ENI). The program offers a substantial number of financial opportunities in the following areas: development of entrepreneurship, creation of new tourism products, implementation of social inclusion initiatives, promotion of innovation and technology transfer, support for environmental sustainability.

Website: <https://www.enicbcmmed.eu/opportunities>

3 The Arab Fund for Arts and Culture – AFAC

AFAC currently runs nine open call grants programs and one training program by nomination. Each grant program has one annual open call during which applications are submitted online. The grants support individual artists and institutions through the following programs: Visual Arts (VA), Performing Arts (PA), Documentary Film (ADP), Arab Documentary Photography (ADPP), Creative and Critical writings (CCW), Research on the Arts (RAP), Music, Training and Regional Events (TR), and Cinema. The tenth program, Arts and Culture Entrepreneurship (ACE), targets arts and cultural institutions through a nomination process. The AFAC support is extended through the grants cycle only.

Website: <https://www.arabculturefund.org/Programs>

4 Med Culture

Med Culture is a regional program funded by the European Union and implemented in the period 2014-2018 to accompany partner countries in the south of the Mediterranean in the development and improvement of cultural policies and practices related to the culture sector. One of the project's main goals is to promote sharing and access to information on available resources and best practices through the Med Culture website.

Website: <http://www.medculture.eu/resources/donors/private.html>

Moreover, on the "countries" section of the website, there are several opportunities for artist residency programs in Southern Mediterranean countries. Opportunities can be filtered by country and theme.

<http://www.medculture.eu/country/opportunities/palestine.html>

here you can find an example of opportunities for Palestinian artists.

5 A.M. Qattan Foundation – AMQF

The A.M. Qattan Foundation (AMQF) is an independent, not-for-profit developmental organisation registered in the UK and Palestine working in the fields of culture and education, with a particular focus on children, teachers, and young artists. A series of grant opportunities are listed in their website.

Website: <http://qattanfoundation.org/en/grants-opportunities>

6 L'Art Rue

L'Art Rue is a shared and cross-disciplinary space, located at the heart of the Medina - Tunisia, but profoundly connected to the worlds around it, where artists from here and elsewhere cross paths and build with citizens, activists, and experts of the city and of life of Tunis. A section of their website is dedicated to funding and job opportunities in the CCI sector.

Website: <https://www.larttrue.org/en/our-programs/ous-calls>

7 Culture Resource - Al-Mawred Al-Thaqafy

Culture Resource seeks to fulfill its mission to support artists from the Arab region, cultural organisations, and the cultural sector throughout the region with a range of services and programs. These activities include support for independent artists to create new work and to travel and tour these works, capacity building, training programs, and publications in Arabic aimed at developing cultural managers and organisations, cultural policy research, support for artists at risk, and supporting the sustainability of cultural industries in the region, without undermining the value of culture as a public good and a basic human right.

Website: <https://mawred.org/artistic-creativity/?lang=en>

8 UNESCO Calls for Fundings

The United Nations Educational, Scientific and Cultural Organization (**UNESCO**) is a specialised agency of the United Nations (UN) aimed at promoting world peace and security through international cooperation in education, arts, sciences, and culture. UNESCO grant different types of funds related to the empowerment and sustainability of the CCI.

Website: <https://en.unesco.org/creativity/ifcd/apply/calls>

9 European Cultural Foundation

The foundation has always focused on programs and grants enabling mobility and the exchange of ideas, education through culture, and capacity building. The foundation website lists a series of grant opportunities, as well as other programs and initiatives focused on the CCI.

Website: <https://culturalfoundation.eu/open-calls/>

10 Culture Agora

Culture Agora is a project managed by Cumediae with the support of the European Union. It consists of an online platform where users can find free-of-charge written information, audio, videos, and streaming content uploaded by those who work in the arts and in the creative industries. Besides funding opportunities, the platform also lists jobs, events, training, and other activities relevant to the CCI.

Website: <https://www.cultureagora.com/en/activities/category/funding>

11 DutchCulture|TransArtists - Funding guides for the Arab World

TransArtists combines and shares knowledge and experience on artist-in-residence programmes and other international opportunities for creative professionals to temporarily stay and work elsewhere.

Website: <https://www.transartists.org/en/funding-arab-world>

FOCUS: EU FUNDS FOR CCI PROJECTS

1 EU Funding Opportunities for the Cultural and Creative Sectors 2021-2027

CulturEU funding guide is a document detailing the EU funding opportunities for the CCI. It has been developed to support all types and sizes of stakeholders working in the CCI, and to help them navigate the EU funding landscape, facilitating their access to EU funding. In the CulturEU funding guide, you can find an overview of all EU programs which are relevant for CCI stakeholders, including key information on who can apply and how, as well as the eligible activities that can be financially supported by the EU.

Download the guide: <https://culture.ec.europa.eu/sites/default/files/2021-11/cultureu-funding-guide.pdf>

2 European Commission Culture and Creativity Funding Opportunities

This website lists all the EU funding opportunities related to the CCI. Make sure to check the eligibility countries and criteria for each call for proposal.

Website: <https://culture.ec.europa.eu/calls?>

3 Creative Europe (2021-2027)

Creative Europe invests in actions that reinforce cultural diversity and respond to the needs and challenges of the cultural and creative sectors.

The program is divided into **3 strands**:

- **CULTURE strand**
- **MEDIA strand**
- **CROSS-SECTORAL strand**

Palestine and Tunisia are among the countries eligible for funding.

Website: <https://culture.ec.europa.eu/creative-europe>

4 Horizon EU - Cluster 2: Culture, Creativity, and Inclusive society

This thematic cluster of the broader **Horizon Europe** EU-funded program aims to strengthen European democratic values, including rule of law and fundamental rights, safeguarding our cultural heritage, and promoting socio-economic transformations that contribute to inclusion and growth.

Areas of intervention:

- **Democracy**
- **Cultural heritage**
- **Social and economic transformations**

Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine, and Tunisia are eligible for Horizon Europe funds.

Website: https://ec.europa.eu/info/research-and-innovation/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe/cluster-2-culture-creativity-and-inclusive-society_en

5 InvestEU Fund

InvestEU Fund is a market-based and demand-driven instrument, with strong emphasis on EU policy priorities. It supports the following four Policy Windows, focusing on investments where the EU can add the most value:

- **Sustainable infrastructure**

Financing projects in sustainable energy, digital connectivity, transport, the circular economy, water, waste, other environmental infrastructures and more.

- **Research, innovation, and digitalization**

Financing projects in research and innovation, taking research results to the market, digitalisation of industry, scaling up to larger innovative companies, artificial intelligence, and more.

- **Small and medium-sized companies**

Facilitating access to finance for small and medium-sized companies (SMEs), and small mid-cap companies, including innovative ones and those operating in the cultural and creative sectors.

- **Social investment and skills**

Financing projects in skills, education, training, social housing, schools, universities, hospitals, social innovation, healthcare, long-term care and accessibility, microfinance, social enterprise, integration of migrants, refugees, and vulnerable people, and more.

Algeria, Egypt, Jordan, Lebanon, Libya, Morocco, Palestine, Syria, and Tunisia are eligible to apply for the InvestEU Fund.

Website: https://investeu.europa.eu/about-investeu_en

6 International Cooperation and Development Calls for Proposals and Tenders – EU International Partnerships (former EuropeAid)

The European Commission's department for International Partnerships (formerly EuropeAid) works together with partner countries across the world to achieve sustainable development and design the EU's international partnership and development policy. The department provides funding in the form of grants, contracts and budget support to partner countries. The calls for proposals and tenders launched by the EC International Partnerships department are listed in the dedicated online portal.

Access the portal: <https://webgate.ec.europa.eu/europeaid/online-services/index.cfm?ADSSChck=1601487342591&do=publi.welcome&nbPubliList=15&orderbyad=Desc&searchtype=QS&orderby=upd&userlanguage=en>

7 European Funding and Tenders Portal

The Funding & Tenders Portal is the entry point (the Single Electronic Data Interchange Area) for participants and experts in funding programmes and tenders managed by the European Commission and other EU bodies. The website lists all the EU funding opportunities in the different targeted sectors and fields. Not all these opportunities are related to the CCI or to the Southern Neighborhood countries, but users can filter results to find the best match.

Video Looking to finance a project or do business with the EU?

<https://www.youtube.com/watch?v=z5URvbgsYOQ>

Access the portal: <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-search;callCode=null;freeTextSearchKeyword=;matchWholeText=true;typeCodes=0,1,2,8;statusCodes=31094501,31094502,31094503;programmePeriod=null;programCcm2Id=null;programDivisionCode=null;focusAreaCode=null;destination=null;mission=null;geographicalZonesCode=null;programmeDivisionProspect=null;startDateLte=null;startDateGte=null;crossCuttingPriorityCode=null;cpvCode=null;performanceOfDelivery=null;sortQuery=sortStatus;orderBy=asc;onlyTenders=false;topicList-Key=topicSearchTablePageState>

How to get a grant through the EU Funding & Tenders Portal

The European Education and Culture Executive Agency – EACEA:

How to get a grant webpage: https://www.eacea.ec.europa.eu/grants/how-get-grant_en

Useful tools

1 e-Calls PADOR - Potential Applicant Data Online Registration

e-Calls PADOR is an online database of legal entities (not individuals) in which organisations, who are potential applicants to calls for proposals issued in the framework of the European External Action, register and regularly update information about their profile (legal, financial, etc.). Every organisation in e-Calls PADOR has a unique identification number (EuropeAid ID - EID) that must be used for applying to the EC International Partnerships Grants via e-Calls Prospects, the IT system for online submission. The information registered in e-Calls PADOR is used by the European Commission during the evaluation of applications as well as for checking the eligibility of the organisations that participate to calls for proposals.

e-Calls PADOR manual for applicants: <https://wikis.ec.europa.eu/display/ExactExternalWiki/Manual+for+Applicants+-+e-Calls+PADOR>

e-Calls PROSPECT manual for applicants: <https://wikis.ec.europa.eu/display/ExactExternalWiki/Manual+for+Applicants+-+e-Calls+PROSPECT>

2 Enterprise Europe Network (EEN) Advisory service (free of charge for startups and MSMEs)

The **Enterprise Europe Network** is a worldwide network currently in expansion funded by the European Commission which helps businesses innovate and grow on an international scale.

The EEN member organisation and local contact points are spread out in over 60 countries all over the world including Egypt, Jordan, and Tunisia. The personalised services offered by EEN are totally free of charge and focus on international partnerships, advice for international growth, and support to business innovation. EEN expert can also help you to find relevant EU funding for your business and support you in the application process to EU grants, even doing a first-level revision of your project proposal.

EEN official website: <https://een.ec.europa.eu/>

Find your EEN local contact point: <https://een.ec.europa.eu/about/branches>

3 Asana

Asana is a user-friendly online tool that allows teams to clearly monitor progress on various grants and track who should be working on each project/task. Each team member is notified when one stage of the grant process has been completed, allowing them to quickly start on their own piece of the process. The platform offers different pricing according to the specific features, starting from a free-of-cost plan to 30,49 EUR/month.

Website: <https://asana.com/?noredirect>

4 J-PAL Grant Proposal Checklist

The Abdul Latif Jameel Poverty Action Lab (J-PAL) is a global research center working to reduce poverty by ensuring that policy is informed by scientific evidence.

The J-PAL Grant Proposal Checklist is an intuitive tool that will support you in the drafting and implementation phases of your grant. It is specifically customised for Research Grants, but its tips can help you with other types of grants as well. The checklist is composed of a set of questions that will guide you through the evaluation of the different steps of your grant management process such as Pre-Proposal Planning, Proposal Final Checks, Budget Proposal, and Grant Management and Reporting.

Download the J-PAL Grant Proposal Checklist (ENG):

<https://www.povertyactionlab.org/sites/default/files/research-resources/GrantProposalsChecklist.pdf>

4 Cultural Relations Platform

The Cultural Relations Platform is an EU-funded project that connects cultural practitioners worldwide for dialogue, exchange and co-operation. It also provides expertise to the European Union (EU) in the field of international cultural relations.

On the project website, there is an open-source selection of activities (events, training, matchmaking resources, research and policy support documents) and resources (EU policy documents, publications, and a selection of CCI-related EU programs) that address CCI stakeholders from different regions of the world.

Website: <https://www.cultureinexternalrelations.eu/>

<https://www.donationx.org/blog/What-is-Grant-Management-A-Complete-Guide-to-Grant-Management-for-Companies-and-Nonprofits/AX67XULA>

<https://rsmus.com/insights/industries/nonprofit/strategies-for-streamlining-the-grant-management-process.html>

<https://www.youtube.com/watch?v=TN9wSAwilzQ>

<https://www.fundsforngos.org/all-listings/10-top-tips-grant-management/>

<https://www.instrumentl.com/blog/how-to-manage-grants>

<https://www.nonprofitaccountingbasics.org/grants/5-guidelines-successful-grants-management>

<https://grantsplus.com/grant-management-guide/>

https://www.cod.edu/about/administration/grants/pdf/2020_grant_development_final.pdf

<https://www.smartsheet.com/grant-management>

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