



GOVERNMENT OF JAMAICA
SOCIAL RESPONSIBILITY STRATEGY FOR
PUBLIC BODIES
(GUIDELINES & TEMPLATE FOR DONATIONS AND GRANTS)

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I INTRODUCTION

The Government of Jamaica Social Responsibility Strategy for Public Bodies (Guidelines and Template for Donations and Grants) – “Guidelines” presents the guidelines and templates for development of a donations and grants strategy (“Strategy”) by each public body. It is envisioned that a public body that makes donations/grants will be able to use these guidelines and template to document current practices in a strategy format and to reflect on the efficacy of their current processes and make adjustments as needed.

Not all sections will be relevant to all public bodies. This as some public bodies may not make donations, while others may not give grants. This is a guideline for public bodies to create their own appropriate donations and/or grants strategy. The Appendices offer guidance to public bodies in the efforts to strengthen current grant making processes and are based on local and international best practices.

Overview

The Donations and Grants Strategy outlines the standard that all public bodies need to adhere to in developing and/or revising their donations/grants strategies towards more ethical and transparent practices. The development of a donations/grants strategy by each public body shows a commitment to supporting communities which are impacted by the operations of the public body.

These Guidelines present the required basic elements to ensure consistency across the public bodies sub-sector (Table 1 refers).

1. Basic Requirements for the donations/grant strategy
 - a. Must exist in written format
 - b. Must be signed/endorsed by the Chairman of the Board and the Chief Executive Officer¹
 - c. Must incorporate the elements outlined in Part II
 - d. Must be posted on the website of the public body. If an entity does not have a website, the strategies and related information may be hosted on the website of the entity’s portfolio ministry
 - e. Should include areas that can be supported and areas that cannot be supported by the public body
2. Other desired requirements (not mandatory, but show further commitment):
 - a. The process for approval, including the steps that the community should follow when making requests
 - b. Communication templates

¹ Definition of Chief Executive Officer is outlined in the Social Responsibility Strategy

TABLE 1: REQUIRED DONATIONS/GRANTS STRATEGY CRITERIA

	Required Elements	Element Importance	Performance Standard
1	Commitment: A Strategy must be written	A written Strategy shows that the organisation took the time to formulate and document a plan/strategy/approach. It signifies a basic level of commitment.	<ul style="list-style-type: none"> a. A written document guided by the Strategy template. b. Evidence of active participation of board members, staff and key stakeholders.
2	Leadership: The Strategy must be signed/endorsed by the Board Chairperson and CEO	Having senior level staff involved in the Strategy increases the likelihood of full integration into the company's operations.	<ul style="list-style-type: none"> a. Actual signature of the Board Chairperson and CEO on the statement.
3	Communication: The Strategy must be shared with the portfolio ministry and the public	Helps to foster a sense of accountability and transparency.	The signed Donations/Grant Strategy is made publicly available on the website of the entity. Where the entity does not have a website, the portfolio ministry may host the Strategy and related information.
4	Areas that the public body can and cannot support	A clear statement of what the entity can fund sets the stage to receive requests and indicates how they will be processed.	A table or list included in the document and stated on website based on the guidelines and the mandate of the organisation.

II SECTIONS FOR THE STRATEGY

- a. Preamble
- b. Introduction (background on the entity and strategy development, as well as purpose of the Strategy)
- c. Definition of Terms
- d. Strategy Statements and Scope
- e. Priority areas of focus
- f. Activities/things that the organisation will/will not fund:
- g. Approval authorities
- h. Management, Co-ordination and Process for Donations/Grants
- i. Reporting on donations/grants
- j. Monitoring and Evaluation
- k. Review/Revision of the Strategy

III THE STRATEGY TEMPLATE WITH EXAMPLES

A Preamble

The Strategy should have a section that notes its date of approval and the approving body. An example of this is:

Name of Public Body

NAME OF STRATEGY	Donations/Grants Strategy
APPROVED BY	Board of Directors
DATE	
STATUS	
VERSION	
REVISION NUMBER	

B Introduction

The Introduction should include background on the entity. This includes its vision, mission, roles, responsibilities and core values. The Strategy should also include a brief outline that explains why the Strategy was developed, as well as its purpose. It should make reference to the Government's

Social Responsibility Strategy, explain why social responsibility is important to the entity and refer to donations/grants as an aspect of the organizations' social responsibility.

The Purpose of the Strategy should indicate how the Strategy will be used. Purposes can be similar to those in the Social Responsibility Strategy but should also refer to donations/grants. Purposes may therefore include the following considerations:

Donations/Grants

- clarify efforts with respect to donations/Grants
- give continuity in case of team changes
- to create an accountability framework
- establish limits and priorities
- any other

Social responsibility

- to communicate the organization's commitment to stakeholders
- to foster goodwill with stakeholders
- to demonstrate the entity's commitment to social responsibility
- to be compliant with regulations or best practices
- to provide a tool for training new staff
- to serve as a reference
- to serve as a tool to standardize operations around social responsibility
- any other

C Definition of Terms

The entity should seek to adopt the definitions in the Government's Social Responsibility Strategy or make adaptations as necessary.

The Social Responsibility Strategy defines the following:

Donations:

"A voluntary gift or contribution for a specific cause for a defined purpose with no expectation of a return. It does not include sponsorships of events or membership fees. A donation can be cash or in-kind giving, such as service or a product, is usually relatively small and does not require the recipient to submit a report."

Grant:

"Support given to an organisation towards a programme/project and is usually based on a proposal with defined costs. This could include cash transfers, payments to suppliers or in kind contribution from the organisation. Grants are usually larger than donations, and often a report on how the grant was spent is provided at the end of the programme/project."

Other terms which could also be defined include:

- *sponsorships*: payment for advertising with the expectation of a return to the business
- *in-kind giving*: voluntary contribution of services of the organisation with no expectation of a return to the business

- *volunteerism*: Staff volunteer efforts for a cause endorsed by the entity. The entity may allow the activity in work hours.

D Strategy Statements and Scope

1. Donation and Grants
 - a. The Strategy should outline what the company hopes to achieve by making donations and grants
2. Scope
 - a. This Strategy applies to donations and grants
 - b. This Strategy does not cover sponsorships; usually conducted as part of the marketing portfolio
 - c. This Strategy does not cover volunteerism

E Priority Areas of Focus

1. Priority areas of focus should
 - a. Give the broad areas of support

<ul style="list-style-type: none"> - health - education - youth development - early childhood development - community work - sports - environment - special needs/disability organisations
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- b. Indicate activities/things that the Organisation will/will not Fund

Can fund	Do not fund
<ul style="list-style-type: none"> - health - education - youth development - early childhood development - community work - sports - environment - special needs/disability organisations 	<ul style="list-style-type: none"> - salaries - other recurring costs such as utilities - operating expenses for NGOs or religious/faith-based organisations - purchase of land or buildings - political organisations and events - initiatives that are harmful to the environment of individual community - initiatives that are counter to GoJ priorities - initiatives that conflict with GoJ policies and legislation - individuals – for gain or profit - initiatives that risk GoJ reputation or

	contribute to loss of public trust
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c. Outline limitations on organisations that can be funded

Able to fund	Not able to fund
<ul style="list-style-type: none"> - Formal or informal organisations with proof of registration and Annual Report - Registered NGOs - Known community groups – including PTAs, police youth clubs and service clubs - Groups with proof of activities undertaken in past two years 	<ul style="list-style-type: none"> - groups (making the request) not known in community that they reportedly operate - repeat groups that have not fulfilled previous obligations - political organisations

The above does not preclude the public body from outlining additional stipulations based on mandate and strategic focus.

F Approval Authorities and Funding Limits

The entity will establish approval authorities for grants and donations using the following templates:

a. General Approval Limits (except for the upper cap, amounts are for examples only)

Level	Role	Example 1 – smaller entity	Example 2 – larger entity
Level 1	Individual officer with portfolio responsibility	< \$5000	< \$10,000
Level 2	Grants/Donations committee		\$10,001 – \$50,000
Level 3	CEO/management team	\$5001 – \$50,000	\$50,001 – \$250,000
Level 4	Board	> \$50,000	> \$250,000 and up to the limit of 0.2% of expense budget or J\$20m whichever is lower or as specified by enabling legislation **.

** This donation limit does not include grant allocations to public institutions/entities where these are made at the request of the Government.

b. Limits for grant making

Types of organisation	Registered NGO Community groups
	Others as applicable
Number of times an organisation can be supported	
Limits on total grants to be made	
Limit on values of individual grants	

c. Limits in respect of ticket purchases.

The Government's policy position is that ticket purchases per annum should not exceed the following:

- i. Where donation is \$1m or below - 20% of total donations or \$200,000, whichever is less
- ii. Where total donations are above \$1m but up to \$5m - 6% of total donations or \$300,000, whichever is less
- iii. Where donations exceed \$5 million - 6% of total donation or \$1,000,000, whichever is less

G Management, Co-ordination and Processing of Donations/Grants

The Strategy should outline the entity's functionaries for management and co-ordination procedures for donations and grants, usually by simple statements which indicate the following:

- a. Persons responsible for implementing
- b. Persons responsible for approvals
- c. Persons responsible for reporting
- d. Person or office responsible for reviewing the Strategy

e. The role of the board in donations and grant giving

The processes should indicate the following (see Appendices 2 to 4 for more information on grant giving):

- a. Application process
 - i. How to apply – proposal/letter/form on website
 - ii. Lead time
 - iii. Who receives proposals
 - iv. What happens when received
 1. How documented
 2. How screened
 - v. All requests for donations will be logged in a donation register to be established and maintained
- b. Internal committee to review as necessary
 - i. Staff should prepare a summary report on projects/initiatives/things being submitted to the committee
 - ii. A summary of the projects/initiatives approved should be included in minutes and distributed with the board papers.
 - iii. All requests rejected by the committee should be listed in the minutes for the information of the board members
 - iv. Information for the Board should include those sent to the CEO for approval and the decision taken
- c. Requests which require the approval of the CEO and Board should be submitted to both as necessary.
- d. Subsequent to approvals at the levels necessary, disbursements will be undertaken in accordance with the PB's payment procedures
- e. Documentation
 - i. The following will be noted in the donations register:
 - Date received
 - Date reviewed/recommendation
 - Approved/not approved
 - Funds disbursed
 - Project completed/report received
- f. Termination of support
 - i. This section will clarify the criteria for continued support for grants for multi-year projects or periodic disbursements
- g. Role of staff in receiving proposals

H Reporting on Donations/Grants

This section should outline:

1. Who has responsibility to report on donations/grants
2. To whom
3. Within what time frames
 - monthly
 - quarterly
 - annually; there should be a mandatory indication that [Name of entity] will report at least annually in its Annual Report in respect of donations/grants.
4. Sources of data
 - Data collection and monitoring of donations and grants
5. Whether donations/grants will be listed on the website

I Monitoring and Evaluation

This section should capture how the entity will monitor donation to various initiatives. Meanwhile, staff will monitor grants for completion by way of:

- i. Site visits
- ii. Report of activities from grantees

The Strategy should also give an indication of how the impact of donations will be evaluated and how often such evaluations will occur.

J Review/Revision of the Strategy

This section should state the review time frame for the Strategy. It is recommended that the Strategy be reviewed at least every three years and amended accordingly. This does not preclude reviews being undertaken prior to the end of the three-year period if this becomes necessary.

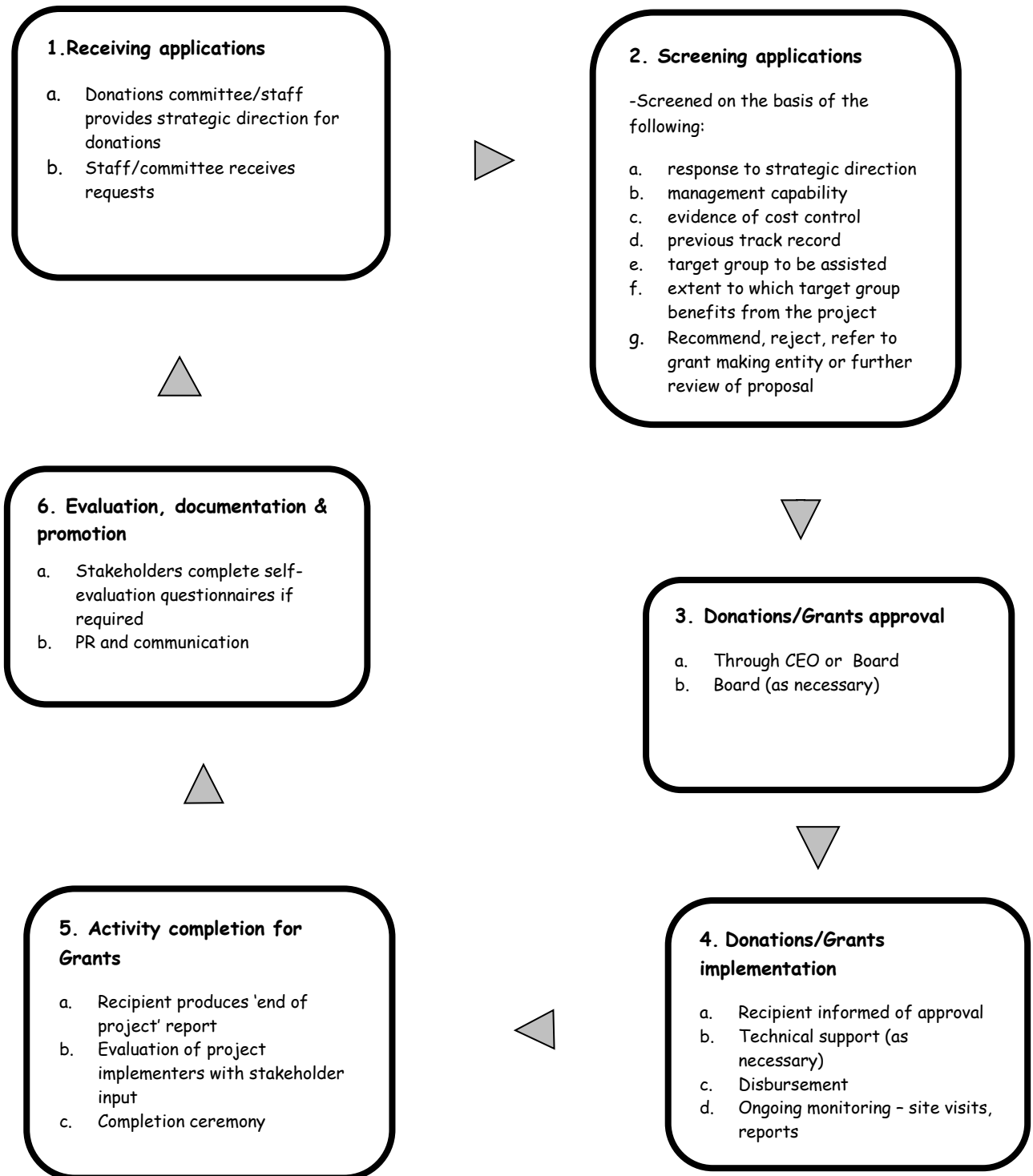
- a. timeframes for each element
 - i. Priority areas
 - ii. Limits of authorities
 - iii. Criteria for selection
 - iv. Process for approval

IV Concluding Remarks

The completed Strategy should then be approved by the board and shared with the responsible ministry and posted on the entity's website where such exists. If the public body does not have a website, the responsible Ministry may host the Strategy and related information.

Appendices – Resources to Support Donations and Grant Making

Appendix 1 – Donations/Grants Cycle



Appendix 2 - Selecting Grantees

These are recommended steps in the grant selection process but may be adjusted accordingly:

1. A staff member and/or volunteer board member(s) screens initial major proposals to ensure compatibility with guidelines.
2. An acknowledgement or declination letter is sent to all applicants describing the process and timeline.
3. The staff member or volunteer board member(s) sorts the remaining proposals into two or possibly three categories:
 - a. recommended,
 - b. not recommended, or
 - c. interesting and worthwhile but needs more data.
4. The staff or board member(s) conducts site visits for grants above [\$ Value]
5. The staff prepares lists for the committee meeting in respect of:
 - a. grants made and grants recommended
 - b. grants declined
 - c. grants that need board input to decide
6. At the committee meeting, the committee:
 - a. reviews the amount of funds available for grants
 - b. reviews the list of proposals in each category
 - c. reviews and discusses the recommended grants
 - d. reaches consensus or takes a vote on approval and the amount of the grant
7. The staff member sends award or declination letters to all applicants.

Appendix 3 - Site Visits Prior to Approval

Site visits can form a part of the grant application, grant monitoring or final evaluation processes.

Site visits can be interesting and rewarding for the entity and for grantees. The benefits are many. Site visits allow you to meet the people behind the project – key staff, board members, even organisational beneficiaries. Visits allow the entity to learn more about the organisation and the project and to gain a sense of its place in the community.

Before leaving the office, the Project Officer should complete the following tasks:

1. Read the proposal carefully and analyse its strengths and weaknesses. Note the key points to be covered during the visit.
2. Write down questions to ask.
3. Become familiar with the topic/field in order to participate meaningfully in the conversation.
4. Set up an appointment for a mutually convenient time.
5. Set a specific window of time for the visit
6. Tell the contact person exactly what the Project Officer hopes to learn and stipulate whom he/she would like to meet.
7. Set an agenda for the visit, possibly including the following items:
 - a. introductions
 - b. a tour of the facilities
 - c. a brief presentation of the proposal by the grant seeker
 - d. a discussion period
 - e. a question-and-answer period
 - f. a description of the review and approval process
 - g. a discussion of timing and next steps

Appendix 4 - Grant Evaluation

While there are no legal responsibilities to assess and evaluate the grants, there is a fiduciary responsibility, and so the entity should require that their grantees submit interim and/or final reports that give a financial and narrative record of how funds were used.

The exact nature of the evaluation may vary, however typical questions might include:

1. What are the lasting benefits of the project or the organisation (for general or support grants)?
Why is it important?
2. How were the proposed goals fulfilled? If they were not fulfilled, why not?
3. What problems arose during the grant period?
4. What are your specific plans, if any, for continuing the work started by this project or during this grant period?
5. Do you have any comments or suggestions as to how [the entity] could improve its work?

The entity may also require copies of press releases, media stories or other published materials from any funded programme partners.

Beyond the grantee self-evaluation, the entity may also opt to use in-house staff, board members or outside consultants to evaluate the specific grant in an effort to maximize the benefit to grantees and their beneficiaries and improve [the entity]'s future grant making and contribution to national development.

Appendix 5 - Forms

This section presents a template for communication and monitoring tools, specifically:

1	Project application acknowledgement of receipt letter	Acknowledgement letters let grantees know that their application will be considered and an estimate of how long it will take for the PB to make its decision. They also enable the PB to request additional information if needed.
2	Rejection letter	Declination letters should be sent as soon as the PB knows it will decline the application. If applicable, send the grant guidelines along with the letter to let the applicant know what the entity does fund.
3	Request for additional information letter	Requests for any additional information needed should be made within the notification of receipt letter, or if not then as soon as possible after receipt of application.
4	Review template	Summaries or one-page abstracts of grant proposals should be prepared for the board or donations/grants committee. This saves the members time in reviewing proposals.
5	Project acceptance letter	A letter of grant award is sent to organisations that PB has decided to fund.
6	Project reporting guidelines	As part of evaluation the PB should require that grantees submit regular narrative and/or financial reports.
7	Report of project visit form	Site visits should be undertaken where necessary and reports recorded accordingly.
8	Post-project review form	For file or to share with board as needed.

Project application acknowledgement of receipt letter

Ms. Jane Doe

XYZ Organisation

Anytown, Jamaica

Dear Ms. Doe:

Thank you for your letter on [date] requesting that [name of entity] make a grant to your organisation in support of [xxxxxx]. We appreciate the opportunity to become acquainted with your programme.

To assist us in our deliberations, we require that all appropriate information concerning your grant request is received by us. A copy of our Application Guidelines is enclosed for your reference. We have highlighted items that we still need from you.

Upon a receipt of the additional information, [name of PB] will finalise its review of your request OR Your request is being reviewed and [name of PB] will notify you of the decision within []. If you have questions in the interim, please call me at [xxxxx] or email [-----]

We wish you success in your efforts.

Sincerely,