

# Small Grant Appraisal Form Guidance

## BACKGROUND

The Local Action Group requires one separate Appraisal of all Small Grants Fund projects seeking funding. This is to ensure that the project is given a fair assessment. For projects from £1000-£2,999 one Internal Appraisal will be carried out, either by Programme Staff OR a member of the Programme Management Group who has not advised the project and is not working with the project. For projects £3,000 - £10,000 one External Appraisal will be carried out The Appraiser should not contact the applicant directly; if the Appraiser has any queries about the project they should discuss them with the MiL team who will contact the applicant.

## INTRODUCTION

The priority for the Appraiser should be to ensure that the appraisal undertaken is accurate, consistent, complete and relevant to the project being examined. The Appraisal should be **evidence based** and supported by enough commentary. Through it, the LAG is confirming that:

- The project is fully developed, designed or defined
- The full costs and funding have been identified and confirmed
- The outputs have been confirmed
- The impact on the community and wider area has been verified
- The contribution to the Making it Local Programme have been affirmed
- A realistic implementation programme has been set
- Appropriate partnerships have been established to support the implementation and operations of the project
- Implementation options have been fully explored
- Effective project management systems are in place
- Effective monitoring and evaluation has been established
- The contribution to sustainability has been maximised
- A forward (or exit) strategy has been defined
- Risks to the LAG have been assessed, quantified and addressed

## SMALL GRANT FUND AREAS

### 1. Small Business Creation and Growth Grants

RDPE Measure 312: support for the creation and development of micro-enterprise *or* 313: Encouragement of tourism activities. MiL activity A1: Help people to develop their enterprise, their business skills and leadership

<b>What it's for:</b>	the development of new businesses or further development of existing businesses
<b>eligible beneficiaries:</b>	sole-traders, micro-businesses/social enterprise (up to 10 employees) and new starts (with a business plan/have attended a Business Link workshop) Applicant must be in area or show benefit to area.
<b>how much:</b>	up to half (50%) of the project costs; maximum £10,000.
<b>examples of what we'll fund:</b>	new marketing; testing out new product / service ideas; installing new technology or equipment; improving energy efficiency or reducing waste / consumption; purchase of new equipment; bespoke training and mentoring; helping tourism providers improve sustainability.
<b>more likely to be funded if:</b>	leads to improvements in sustainability, lowers carbon footprint or lessens environmental impact; involves food and drink business, the creative sector, or renewable energy; re-uses or recycles resources; makes sensitive use of local resources; connects businesses in the area, especially the rural areas with towns.
<b>Will not fund:</b>	Statutory costs; vehicles; replacement or upgraded ICT; replacement of existing equipment; not 'normal' education programmes or land-based training.

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### 2. Strengthening Local Communities Grants

RDPE measure 321: basic services for the economy and rural population or 322: village renewal and development. MiL activity B1: Increase joint working and co-operation between and within communities, businesses and groups and B2: Develop and improve sustainable rural services

**What it's for:** To help communities become more resilient in the face of change; for small local projects which directly benefit a community(ies) in the area and to encourage sharing and connection between communities

**eligible beneficiaries:** Formally constituted groups, charities, social enterprises with community benefit, parish and town councils. The applicant must be based in the area.

**how much:** up to 70% of the project costs; maximum £10,000.

**examples of what we'll fund:** Updating community facilities; providing new or extending existing services; installing new technology or equipment; improving energy efficiency or reducing waste / consumption; developing use of local food and drink or other local products; cultural events; developing or marketing of services; testing out new ideas that will benefit communities.

**more likely to be funded if:** Helps facilities become more viable in the long-term; it leads to improvements in sustainability, lowers carbon footprint or lessens environmental impact; re-uses or recycles resources; makes use of local resources; there is sharing of knowledge & resources with others in the area; increases or widens use of facilities; benefits a diverse range of people.

**Will not fund:** statutory costs (e.g. compliance with DDA); on-going revenue costs (e.g. continuation of staffing costs)

### 3. Connecting People And The Landscape Grants

RDPE measure 313: Encouragement of tourism activities or 322: village renewal and development or 323 Conservation and upgrading of the rural heritage. MiL activity C1: Increase sustainable tourism, recreation and access and C3: Make the most of the local environment as a product, particularly through cultural, arts and heritage activities.

**What it's for:** Encouraging people to make the most of their local resources and deepen their connection with the landscape

**eligible beneficiaries:** Local businesses, formally constituted groups, charities, social enterprises, parish and town councils

**how much:** up to 70% of the project costs (up to 50% for business); maximum £10,000.

**examples of what we'll fund:** Improving access like local footpaths; interpretation of an area through maps, boards or other media; new cultural or leisure events; green tourism activity; marketing development which use the landscape as a source; support for volunteers in environmental activities; developing local craft activities.

**more likely to be funded if:** It leads to improvements in sustainability, lowers carbon footprint or lessens environmental impact; improves bio-diversity; re-uses or recycles resources; makes use of local resources; there is sharing of knowledge & resources with others in the area; increases or widens use of facilities; benefits a diverse range of people; can show an economic impact on the area.

**Will not fund:** statutory costs (e.g. health and safety) on-going revenue costs (e.g. continuation of existing projects or long-term staffing costs)

**The Appraisal should be based on the information contained in the Application Form, and not the personal knowledge of the Appraiser. If you feel you may have a financial or non-financial interest in a Project you MUST discuss this with the LAG team prior to completing the Appraisal.**

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## APPRAISAL FORM

The following table provides guidance to some basic questions which need to be asked in the Appraisal.

Q	Section on Applicants form	Issue	Questions for Appraisers to consider
	Heading	<b>Issues outstanding from Basic Eligibility Check</b>	Have the issues been addressed in the Application Form? If there are fundamental issues that have not been resolved please notify the LAG team and do not continue the appraisal without further advice.
1	2	<b>Is the target area clear and appropriate?</b>	Could and / or should it cover a different / wider area? If it proposes to cover a wide area are you confident that the project can effectively deliver across the whole of this area?  If the project aims to run outside or across LAG area(s), has apportionment of funding and outputs been highlighted?
2	9	<b>How clear are the project aims?</b>	Is the description clear, makes sense and sets out aims and objectives, activity involved and timescales?
3	9	<b>Is the proposal for delivery of the project clear and comprehensive?</b>	Are you clear about how the project will be run on a day-to-day basis? Is the description of how it will be run comprehensive? Effective project management is one factor that will determine the success of a project. The larger and more complex the project, the more experience and skills needed. Can you offer any reasonable suggestions that might improve the project delivery?  Bearing in mind the nature of this project, are you satisfied that the proposed project manager is suitably skilled to run this project? Have they successfully carried out similar projects previously? Do they have the right skills that they can apply to this project?  If a post is to be advertised, a job description should be provided and reviewed to see if the specification and salary are suitable to attract a candidate of the right calibre.
4	9 & 13	<b>Is the project sufficiently new and innovative?</b>	The Local Action programmes provide an opportunity to try out new ideas and to develop different ways of doing things. A good project should demonstrate that it is creative in some way. For example, this may be by in terms of what it sets out to achieve, the way in which it is run, or that it takes a newly developed product / service / idea and implements it. <b>It is important that projects do not simply continue existing activity.</b>  Can you clearly see how this project is new and innovative? Are you satisfied that the project is trying something new rather than simply repeating any previous project activity?
5	9 a & b	<b>How reasonable is the timescale for delivery?</b>	Does the timescale realistic and does it allow for matters such as planning permission, staffing, advertising or securing other funding being resolved?

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Q	Section on Applicants form	Issue	Questions for Appraisers to consider																					
6	10	<p><b>Is the suggested difference the project will make realistic? Are the outputs for the programme good value for the amount of funding?</b></p>	<p>All the funding that we give is aimed at making a difference to the area. We expect the amount of difference created by a project to be related to the amount of funding it has – more money, more difference.</p> <p>How well does the project contribute to Making it Local outputs? Applicants should identify which of these they will deliver.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tbody> <tr> <td style="width: 10%; text-align: center;">311</td> <td style="width: 50%;">Diversification into non-agricultural activities</td> <td style="width: 40%;">                     a. Number of people benefiting                      b. Amount of money invested                 </td> </tr> <tr> <td style="text-align: center;">312</td> <td>Business creation and development</td> <td>a. Number of micro-enterprises supported or created</td> </tr> <tr> <td style="text-align: center;">313</td> <td>Encouragement of tourism activities</td> <td>                     a. Number of new tourism activity supported                      b. Amount of money invested                 </td> </tr> <tr> <td style="text-align: center;">321</td> <td>Basic services for the economy and rural population</td> <td>                     a. Number of supported activities                      b. Amount of money invested                 </td> </tr> <tr> <td style="text-align: center;">322</td> <td>Village Renewal and development</td> <td>                     a. Number of villages where activities took place                      b. Amount of money invested                 </td> </tr> <tr> <td style="text-align: center;">323</td> <td>Conservation and upgrading of the rural heritage</td> <td>                     a. Number of rural heritage activities supported                      b. Amount of money invested                 </td> </tr> <tr> <td style="text-align: center;">331</td> <td>Training and information</td> <td>                     a. Number of participating economic actors to supported activities                      b. Days of training received by participants (8 hrs)                 </td> </tr> </tbody> </table>	311	Diversification into non-agricultural activities	a. Number of people benefiting b. Amount of money invested	312	Business creation and development	a. Number of micro-enterprises supported or created	313	Encouragement of tourism activities	a. Number of new tourism activity supported b. Amount of money invested	321	Basic services for the economy and rural population	a. Number of supported activities b. Amount of money invested	322	Village Renewal and development	a. Number of villages where activities took place b. Amount of money invested	323	Conservation and upgrading of the rural heritage	a. Number of rural heritage activities supported b. Amount of money invested	331	Training and information	a. Number of participating economic actors to supported activities b. Days of training received by participants (8 hrs)
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7	11	<p><b>Are the milestones reasonable, appropriate and achievable in the timescale?</b></p>	<p>If this applicant is successful in obtaining funding, the milestones given here will form part of their contract. This gives us effective tracking of project progress and for early identification of delays and problems. The milestones should be the key targets in the projects delivery, each dated with a month and year.</p> <p>Has the applicant defined suitable and relevant milestones to enable effective progress tracking? Given the nature of the project, have all the milestones you would expect to see been included? In your view, is the proposed timescale realistic and achievable?</p>																					
8	12 &13	<p><b>Have appropriate sources of evidence of need been used and referred to?</b></p>	<p>Has the applicant provided statistical as well as anecdotal evidence where relevant? The experience and awareness of the applicant may not be enough to justify funding. Letters of support may assist if they offer real information about the context of the application.</p> <p>In most cases, effective project development needs to involve potential beneficiaries to ensure that the project design meets their needs and will achieve the desired aims. To what degree have the target applicants been involved in the formation of this project?</p>																					

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Q	Section on Applicants form	Issue	Questions for Appraisers to consider
			<p>The assessor must exercise their judgement on whether the evidence provided is appropriate. If you are unconvinced, and don't know where to suggest to look for evidence, you should note this.</p> <p><b>Note:</b> There is no need to evidence the underlying priority as this was carried out as part of the Local Development Strategy.</p>
9	13	<b>Does the project make links with other local projects? Are you aware of other relevant projects not being considered?</b>	<p>The Applicant should identify and comment on the effectiveness and strength of the links with other projects in the area (whether or not they are funded by the LAG). Has it done this? Are these linkages real and appropriate?</p> <p>Has the project demonstrated that their activities will be additional to current activities in the area, and not duplicating anything that is already in existence? Are there any other activities that you can think of that are similar to this proposal? Should this project link to them?</p>
10	14	<b>How well do they fit with the Small Grant Fund area they have chosen?</b>	<p>The three 'areas' are</p> <ul style="list-style-type: none"> <li>A. Small Business Creation and Growth Grants</li> <li>B. Strengthening Local Communities Grants</li> <li>C. Connecting People and the Landscape Grants</li> </ul> <p>Use the 'examples of what we'll fund' and 'more likely to be funded if' sections of the Small Grant Fund areas to help you score (see the beginning of this document).</p>
11	15	<b>Obtaining planning permission and other consents</b>	<p>If planning permission / other consents are not applicable you should score 4 on this question.</p> <p>Is the applicant realistic on their timescales bearing in mind the scale of the project and the length of time needed to secure permission?</p>
12	16	<b>Has the applicant made appropriate arrangements to cashflow the Project?</b>	<p>Payments to projects are usually made quarterly in arrears. It is at the discretion of the LAG accountable body to offer alternative payment mechanisms, but it is likely that this would only apply in exceptional circumstances. Are there any unusual circumstances that should be considered by the accountable body in deciding whether alternative arrangements could be offered to this project?</p>
13	17 c	<b>Is the amount of grant money requested appropriate for the Small Grant fund and type of organisation?</b>	<p>Each of the three Small Grants funds will fund different amounts – please refer back to the beginning of this document. Small Businesses can ask for up to 50% and community based organisations 70%. If it is not clear, please refer back to the Programme Team.</p>
14	17d	<b>Do project costs appear reasonable?</b>	<p>Have they been substantiated? Would it be useful to have further clarification I.e. quotes, tenders? Is there a management fee shown? If this is higher than 10% of the project cost has the applicant justified the reasons for this? Are all the project costs eligible? Please refer to document 24 'Guidance on Project Costs' of the LAG Scheme Guidance Manual.</p>

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Q	Section on Applicants form	Issue	Questions for Appraisers to consider
			<p>The following items are ineligible for this programme.</p> <ul style="list-style-type: none"> <li>Any expenditure that does not clearly directly relate to the activity of the project</li> <li>Any expenditure that is not supported by auditable evidence</li> <li>Expenditure prior to agreement of the Delivery Plan and the issue of a funding agreement letter by the SWRDA</li> <li>Expenditure that receives financial support from other sources to the extent that combined LAG investment and other support total more than 100% of the project or scheme costs</li> <li>Notional expenditure including overheads allocated or apportioned at rates materially in excess of those used for any similar work carried out by the applicant</li> <li>Payments for activity of a political nature</li> <li>Payments for activity of an exclusively religious nature</li> <li>Costs relating to primary production of agricultural products</li> <li>Payments for redundancy to staff employed on fixed term contracts signed after June 1996, where this arises in respect of the expiry of that term without it being renewed</li> <li>Depreciation or impairment of assets purchased with LAG funds</li> <li>Contingencies and contingent liabilities</li> <li>Dividends</li> <li>Interest or service charges arising on finance leases, hire purchase and credit arrangements</li> <li>Costs resulting from the deferral of payments to creditors</li> <li>Costs involved in winding up a company</li> <li>Payments for unfair dismissal</li> <li>Compensation for loss of office</li> <li>Bad debts arising from loans to employees, proprietors, partners directors, guarantors or shareholders</li> <li>Payments for gifts and donations</li> <li>Entertainments</li> <li>Statutory fines and penalties</li> <li>Criminal fines and damages</li> <li>Legal expenses in respect of litigation</li> <li>Profit made by the applicant</li> <li>Costs incurred by individuals in setting up and contributing towards private pension schemes, or the setting up of such schemes by organisations in receipt of LAF funds; payments into private pension schemes</li> <li>Payments for unfunded pensions</li> <li>VAT incurred that can be recovered</li> </ul> <p>This list is not exhaustive. If there is any doubt over eligibility of costs, please contact the LAG team.</p>
15	17	<b>Is any "in-kind" element eligible,</b>	If the in-kind funding shown exceeds 10% then the Appraiser should challenge whether this is reasonable and auditable, and

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		<b>auditable and realistic?</b>	whether the in-kind contribution represents a legitimate cost to the project. Have in kind contributions been shown as both a cost and a funding source, otherwise the project won't balance?
16	17	<b>How realistic is the applicant's identified financial contribution to the project?</b>	Where an applicant has identified they will be making a contribution is the source of this funding clear? It may have come from a public sector funding source and be held by the applicant.
17	17e	<b>Is the funding package realistic and fully in place?</b>	If any other funds are not yet secured, are the plans to deal with this realistic? Is Making it Local's contribution reasonable given the overall project total? Is it shown to be the minimum necessary to bring the project forward?
18	18	<b>How well does the project contribute to sustainable development?</b>	Project should describe how they will contribute to sustainable development. 'Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.' How will the project have positive impacts on the environment, community and economy?  An environmental appraisal will also be carried out by the MiL team so you need not consider detailed environmental elements.
19	19	<b>Does the applicant explain what will happen to the proposed Projects without our funding?</b>	As the Local Action funds are competitive, consideration should be given to whether the proposed project could, and would, go ahead without using the LAG funds. Could they carry out the project without funding from the LAG? If so, what does the additional funding add to the project's delivery? Has the Applicant provided reasonable justification if they suggest that "nothing" will happen without LAG funding?
20	20	<b>How adequate is the risk analysis and risk management, bearing in mind the cost and nature of the project? Are any potential risks being well managed?</b>	<b>Note:</b> The appraiser should primarily consider the risks in relation to the LAG(s). This section should show that the applicant has given thought to any major issues that could go wrong that would jeopardise some or all of the delivery of the project. The larger and more complex a project is, the more thorough the risk analysis needs to be.  Has the applicant made reference to all relevant significant risks to effective implementation? Has the level and impact of those risks to the LAG(s) been identified and reviewed? Have the necessary mitigation or management measures been identified and / or put into effect?
21	21 & 22 (&9)	<b>If the project continues after the LAG funding, does it have a viable future?</b>	Does it explain what will happen after the support given by the LAG is concluded? Will it generate sufficient income to cover its running costs? Even if this project aims to achieve a specific task that will be complete at project end, there is still a requirement to consider the future effect of the investment, for example a community building project should have a plan for the future use of that building.
22	22	<b>Are you satisfied that the project's</b>	Is the overall monitoring and evaluation process relevant and adequate for this type of project? Has the application outlined how the progress of the project will be monitored including:

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Q	Section on Applicants form	Issue	Questions for Appraisers to consider
		<b>monitoring and evaluation methods are adequate for the size of the project</b>	<ul style="list-style-type: none"> <li>• Who will be responsible for monitoring and evaluation (an individual or a steering group typically)?</li> <li>• When / how often will progress be reviewed?</li> <li>• What will be measured / reported?</li> <li>• How will any issues be dealt with?</li> <li>• How will they ensure that accurate quarterly reports will be provided to the LAG(s)?</li> </ul> <p>At the end of the project have they indicated a suitable way of measuring its overall success and impact?</p>
23	23	<b>How well does the project support equal opportunities? Are there any other measures that the project could reasonably take?</b>	<p>There are specific legal requirements with regard to equal opportunities in employment and the avoidance of discrimination. Further to this, organisations should think about the practical things that they can do to make sure that their project is equally open to everyone, and that all people involved will be treated with the same respect. For capital projects, this may include physical building design, whilst for revenue projects it may be related to enabling all members of the community to participate.</p> <p>For this to be effective, an organisation should be clear about:</p> <ul style="list-style-type: none"> <li>• Their values on equality and diversity and how they will be put into practice</li> <li>• That they are serious about fairness and equality</li> <li>• What behaviour they expect, what is unacceptable and what people can expect of them</li> </ul> <p>This may be set out in an equal opportunities policy. are you confident that the project operates within the legal requirements of equal opportunities? Are you satisfied that the applicant has made their project as accessible as is reasonably possibly? What more could they do within the available budget?</p>
24	Additional Info	<b>Business Plan - Does this give enough information to show that both the project and business are well thought through and likely to succeed?</b>	<p>If a business plan is not applicable you should score 4 on this question.</p> <p>Existing small businesses or those wanting to set up a business, <b>must</b> include a business plan. All other organisations are advised that it would be wise to complete some kind of plan and include that as supplementary information</p> <p>The plan should include:</p> <ol style="list-style-type: none"> <li>a. <b>An executive summary</b> – an overview of the business.</li> <li>b. <b>A short description of the business opportunity</b> – who you are, what you plan to sell or offer, why and to whom.</li> <li>c. <b>Your marketing and sales strategy</b> – why you think people will buy what you want to sell and how you plan to sell to them.</li> <li>d. <b>Your management team and personnel</b> – your credentials and the people you plan to recruit to work with you.</li> <li>e. <b>Your operations</b> – premises, productions facilities, management information systems and IT.</li> <li>f. <b>Financial forecasts</b> – translate everything into numbers and show that it will work.</li> </ol>

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25	Overall	<b>Does the proposed project represent good value for money? Does the application show that the project includes people with suitable management skills?</b>	<p>Does the planned impact justify the investment from the LAG? Are you convinced that this area of need has an importance related to the project cost and amount requested from the LAG? Has the applicant organisation ever carried out anything similar? Do they fully understand the complexity and scale of the undertaking? Are they a suitable organisation to take on this work? Have they identified any weaknesses or misgivings, and if so, how to address them?</p> <p>If you have any suggestions regarding sources of support (financial, practical advice, etc) that might be useful to the applicant, please record them here.</p>

The Appraisal template will give an automatic recommendation. **The Appraiser is under no obligation to accept this recommendation.**

If the Appraiser has missed a question then the total score will read "incomplete".

**The Appraiser should select whether to recommend the project for rejection or approval, but if a decision cannot be made due to a lack of information, the appraisers should state what information is required.**

The Appraiser should add comments or issues to be resolved: If your decision is to **reject** the application, please **explain your reasons** why. If you have **deferred** (postponed) your decision, please explain **what further information you would need** to be able to make a decision. Please also indicate the funding conditions that you would suggest if that information was to be provided satisfactorily. If you have decided to **approve** the project, what **funding conditions** would you recommend?

**Any recommendation and condition attached is subject to change by the Local Action Group panel.**



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