



# Investment Readiness Program

## Specific Guidance for Applications

*These instructions are intended to help you write your proposal. The committee relies solely on your answers to each section when making their decisions, so please be as specific as possible. Your proposal will be evaluated on how clearly you describe your program and how well the committee can understand what you intend to do. **Incomplete applications will not be considered.***

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## Application Steps

### STEP ONE: READ ALL SUPPORTING DOCUMENTS

In addition to this document, you can access our Grant Criteria and FAQs on the Canadian Women's Foundation website: [canadianwomen.org/grants-irp19/](http://canadianwomen.org/grants-irp19/)

### STEP TWO: ACCESS THE ONLINE APPLICATION SYSTEM

Applications for Canadian Women's Foundation grants are administered through an online platform called IGAM, [which you can access here](#). You will be required to create an account to use this platform using your email address.

### STEP THREE: COMPLETE THE ORGANIZATION OVERVIEW

Once you create a login for the online application platform, you will need to complete the Organization Overview. Fill out the information in complete detail and be sure that all information is up-to-date. See [Organization Overview Advice](#) below for detailed information on completing this part of the online application form.

### STEP FOUR: COMPLETE THE PROPOSAL QUESTIONS

The online application will guide you through the proposal questions specific to the grant area you are applying for. We have provided [prompts for each question](#) in the following pages to help guide you to develop complete and effective responses.

Each question has been designated a maximum word count that will be enforced by the online application platform. If you wish, you can copy and paste answers that you compose in a Microsoft Word document so you can check your word count, spelling, and grammar in advance.

### STEP FIVE: COMPLETE THE BUDGET TEMPLATE

As part of the online application system you will be required to complete the [Excel Project Budget template](#) provided and detail how funding will be used, including the services/supports you are applying for as part of this granting process.

You do not need to outline the budget for the whole organization or all of your initiatives in this form –please only include the budget for your proposed initiative. See [Project Budget Form Instructions](#) below for support on completing the required budget form.

## STEP SIX: UPLOAD DOCUMENTS

Upload the most up-to-date versions of each of the documents listed below (in PDF versions only). Please note that not all documents listed below are required in the case that you are applying with an organization that is still in development and does not have some of these pieces of infrastructure yet established. If your organization only has hard copy versions of these documents, you will have to scan them into electronic files for uploading. *We will not accept hard copy versions.*

- ❖ **Current board list or Band Council list** (if applicable)
- ❖ **Audited Financial Statements** (if applicable)
- ❖ **Annual Report** (if applicable)
- ❖ **Organizational budget overview** (current financial year)
- ❖ **Policy on diversity/anti-racism** (if applicable)
- ❖ **Letters of support specific** (at least one, three max)
- ❖ **Any additional documentation**

## Organization Overview Advice

- **Organization Information**  
Enter your organization's most current information in each field.
- **Non-profit Business Number**  
Enter your organizations business number that is used for the social purpose / social innovation / budget initiative you are presenting to the Foundation.

**IMPORTANT:** If your organization is a non-profit organization **without** charitable status, we can consider your application if you partner with a registered charity/qualified donee with a mandate relevant to the project. This charitable organization/qualified donee must be listed as the primary "Organization/Lead Applicant" and will be fiscally and legally responsible for grant funding. Non-Profit organizations without charitable status will be considered the "Organizational Partner" and must provide their non-profit business number.

- **Canada Revenue Agency Information**  
Select your organization's category from the drop-down list. If you are unsure about what category you belong to, please contact Rifka Khalilieh [atrkhilieh@canadianwomen.org](mailto:atrkhilieh@canadianwomen.org) or Phaedra Maicantis at [pmaicantis@canadianwomen.org](mailto:pmaicantis@canadianwomen.org).
- **Background Information (on your organization)**  
Enter your organization's most current information in each field.
  - **Organizational Resources**
    - For **Staffing and volunteers**, please include contract and short term employees in the full-time and part-time staffing totals, and practicum

students in the volunteer total.

- For the ***Financial Portrait***, please follow the headings from your last financial statement or annual report to fill in these sections. Please also attach your **organizational budget** to the application in the uploads section on the next page.
  - **Deficit / Surplus** - It is important to let us know why you may be carrying a surplus and also reasons for a small or large deficit as well as how you plan to work towards ensuring that the books are balanced from year to year. This information is crucial in the decision the committee will make.
  - When listing your **organization's top funders**, indicate the area of work for each.
- **Previous Canadian Women's Foundation grants**  
Do not include annual shelter donations, if you receive them. List grants in all areas, including Investment Readiness, Violence Prevention, Girls' Fund, Economic Development, and Anti-Trafficking.
  - **Previous Investment Readiness Program funding:** Identify if you've applied for other funding opportunities through the Readiness Support Partners (Community Foundations of Canada and their regional foundation partners across Canada e.g. Calgary Foundation, Toronto Foundation, etc.; Chantier de l'économie sociale, National Aboriginal Capital Corporations Association, National Association of Friendship Centres.

## Program Information

- **Following the application questions, provide:**
  - Name of Social Purpose/Social Innovation/Business Initiative.
  - Project Start Date: Note that projects cannot start before the Board of Directors select funding recipients on June 25, 2020, therefore projects would start in early July.
  - Geographic area your initiative will serve (may be different from the full geographic area your organization serves).
  - Number of individuals who will benefit from your initiative.
  - How long you have been running this initiative?
  - Total expense budget (amount must match the excel budget you complete in the application).
  - Total requested from the Canadian Women's Foundation (must match the budget you complete in the application).
  - Indicate up to THREE main groups of women your initiative will serve from the drop-down list.

- Select one of three primary purposes of your project/social enterprise. This question pertains to your existing/planning enterprise activities, not your organization overall.
- Select up to two secondary purposes of your project/social enterprise. This question pertains to your existing/planning enterprise activities, not your organization overall.
- If possible, select one of 17 United Nations Sustainable Development Goals that the project is addressing e.g. Goal 5 is Gender Equality
- Identify your organization's level of familiarity with social finance on a scale of 1 to 5, 1 = not familiar and 5 = very familiar

## Initiative & Application for Support

Application Question	Guidance on your answer	Word limit
<b>Brief Summary of your Social Purpose/ Social Innovation/ Business Initiative</b>	<p>Provide a brief overview of the Social Purpose/ Social Innovation/ Business Initiative for which you are applying.</p> <p>Describe the initiative as if you were writing a paragraph in a brochure for a general audience to give a clear idea of your work.</p> <p>Ask someone who is unfamiliar with your initiative to read your description to see if they understand the intent of your initiative.</p>	100
Please describe your <b>Social Purpose/Social Innovation/Business Initiative</b> and what key or persistent issue(s) it aims to address. Reference your schedule of activities attached below to briefly explain the timeline and plan for your initiative.	<p>In reading your answer, the committee should have a clear understanding of the purpose of this initiative and what it involves.</p> <p>Use this question to help the selection committee understand exactly how you undertake/plan to undertake activities as part of your initiative. This is your moment to frame out the specifics of your initiative and reference activities listed in the attachment we have requested. For your attached timeline you may use a table, workflow diagram, or any other format that is relevant for your organization.</p>	400
Clearly outline the target population that you will serve through this initiative. Is there an identified need in this target population and how do you aim to serve this need?	<p>Who is most likely to benefit in your community, and how will you reach them? Do you already have an idea from them that this is the right initiative for their needs? Please include specifics of demographics and make special mention of any marginalized populations that you are serving. Please also include the reach of your initiative.</p>	200
Overall, what would you like to achieve with your initiative? Please provide examples of social, environmental and business objectives for your initiative.	<p>Use this question to explain your initiative's goals. If you have been running it already, please include examples of successful outcomes in line with your stated goals. These examples can be metrics, narratives, stories or testimonials.</p>	300

<p>Clearly outline how you would use this funding, the service/support you plan to access with this funding and how will it support the advancement of your initiative? Which service providers could you engage with to access this service/support and what cost estimates have you received for their services?</p>	<p>Use this question to detail exactly what you intend to do with the funds, should you receive them. The greater depth you are able to achieve the better in terms of quotes and engagement with prospective service providers. Indicate if you intend to apply for other funding, work with other Readiness Support Partners, or access services from other expert service providers.</p> <p>Detail how you plan to leverage the support and insights from the service accessed to advance your initiative. Please include how this service and capacity building will support your organization and how insights will be leveraged by staff, and possibly, community members.</p> <p>What skills or competencies do you/your organization need to develop in order for your initiative to be successful?</p> <p>Note: The <a href="#">Government of Canada has provided funding to Expert Service Providers</a> to assist organizations in becoming more investment ready. Service providers can include consultants, third-party organizations, etc. You do not need to select a service provider from this list and can choose your own service provider.</p>	<p>400</p>
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## Organization & Alignment

Application Question	Guidance on your answer	Word limit
<p>Please indicate how your initiative fits with your organization's mission.</p>	<p>In reading this answer the committee will be looking to see coherence between the initiative and your organization's mission and work.</p> <p><i>NOTE: We recognize that some initiatives will not be housed within an established organization. In this case, please describe yourself or the team that is developing this initiative and how the initiative aligns with your values.</i></p>	<p>200</p>
<p>Who is involved in carrying out your initiative's</p>	<p>Please give an overview of the roles played by staff, elders, mentors, and/or volunteers and the</p>	<p>200</p>

activities (e.g., staff, elders, mentors, and/or volunteers)? What particular skills and experience do they bring to the initiative?	experience they bring. Please indicate their level of engagement and commitment to this initiative. You do not need to provide bios or resumes. Please speak to their relationship with target population(s).	
Describe how your initiative aligns with the Canadian Women's Foundation and the Investment Readiness Program.	Please describe how funding this initiative will help increase the potential for women-centered and women-led organizations to engage more in social innovation and to benefit from social finance.	200
How do you include a gender analysis in planning the approach and activities of your initiative?	Gender based analysis explores and highlights the relationships of all genders in society and the inequalities in these relationships. Please explain how you will highlight and address underlying gender stereotypical attitudes through your initiative and provide an example(s).	150
How are you encouraging equity, diversity and inclusivity in your work/the work of your organization? Do you have any formal policies, and if so, how are they used and updated?	Describe your approach to equity, diversity and inclusion and how these values align with you/your organization.	150

## Partnerships & Demonstration of Support

Application Question	Guidance on your answer	Word limit
Are there any other funders or partners involved in this initiative? If yes, what are their contributions? Will the Foundation's funds, if awarded, be used to leverage other funds?	The Foundation would like to see how these funds may leverage other funders, and understand what portion of required funds to advance the initiative will be coming from the Foundation.	150
Please list any partners working with you on this initiative, outlining their role and telling us how you will work together. Please indicate if their participation is confirmed.	List the groups that you are working with to support this initiative. We recognize that not all of them will be involved to the same extent and not all of them need to provide a letter of support.  In establishing partnerships take care to understand roles and responsibilities especially when seeking partnership with a qualified donee to access funding.	100

## Investment Readiness Continuum

<p>In particular, where would you place your initiative on the Investment Readiness Continuum?</p> <ul style="list-style-type: none"> <li>• Early Stage Innovation</li> <li>• Strategic Impact Focus</li> <li>• Impact Sustainability</li> <li>• Financial Resilience</li> <li>• Investor Ready</li> </ul>	<p>The investment readiness continuum is a non-linear spectrum between the conception of an idea and its implementation and investment readiness. Employment and Social Development Canada defines 5 stages in this continuum with different skills and supports required at each stage. Please capture, to the best of your ability, where your initiative is on this continuum.</p> <p><i>NOTE: This question is for reporting purposes only. We will not be assessing applications based on their current stage and aim to support organizations from all stages of the investment readiness continuum. Social purpose organizations, or enterprise activities, can be in the early or late stages of development and anywhere in between.</i></p> <p><b>Early Stage Innovation:</b> Exploration and ideation of the initiative - aligning a proposed solution to an identified need.</p> <p><b>Strategic Impact Focus:</b> Feasibility analysis and community support development.</p> <p><b>Impact Sustainability:</b> Business model development, use of data for planning &amp; impact measurement, diversification of funding sources.</p> <p><b>Financial Resilience:</b> Revenue generation, legal structure (incl. debt &amp; equity), ability to scale and replicate.</p> <p><b>Investor Ready:</b> Sustainable cash flow and assets, track record for sustainability and networking with prospective investors.</p>	
<p>What skills/competencies does your organization hope to acquire/advance through the Investment Readiness Program?</p>	<p><b>Early stage innovation:</b> systems thinking, human-centered design, social R&amp;D techniques, ethnographic research, journey mapping, inspired innovation, etc.</p> <p><b>Strategic impact focus:</b> enterprise strategy development, tolerance for new types of risk,</p>	

	<p>outcomes delivery mechanisms, feasibility analysis skills, community support development etc.</p> <p><b>Impact sustainability:</b> financial management, diversification of funding sources, improvement of impact measurement capacity, fluid use of data, strong Business planning and management, etc.</p> <p><b>Financial resilience:</b> entrepreneurial mindset, revenue generation, procurement readiness, legal structure for capitalization, ability to scale or replicate</p> <p><b>Investor ready:</b> managed risk, governance backing, enterprise structured, sustainable cash flow and assets, track record for sustainability, investment intermediary connected, etc</p>	
How does/will your social enterprise/activities generate revenue?	Please summarize how your initiative will/plans to generate revenue from the sales of goods/services or from other avenues/mechanisms.	100
Please detail why this is a key unlocking moment for this initiative i.e. How will funding help you progress along the Investment Readiness Continuum and advance/sustain your initiative and organization's mission and goals? How do you think it will make your organization ready for social finance investment in the future?	Please explain where your organization is at with the exploration, development, implementation or scaling up of your initiative.	300
When does your social purpose organization anticipate being ready to take on future investment?	<p>Select one of the options available. Consider where your organization's social enterprise initiative lies on the path/continuum of investor readiness and where your organization anticipates to be in the future. If not sure, select I don't know.</p> <ul style="list-style-type: none"> <li>• 6 months</li> <li>• 1 year</li> <li>• 2-3 years</li> <li>• 5 years</li> <li>• 8+ years</li> <li>• I don't know</li> </ul>	

## Budget Instructions

You must fill in and complete the **EXCEL BUDGET TEMPLATE** form provided here:  
<https://canadianwomen.org/wp-content/uploads/2020/02/Budget-Template-Investment-Readiness-Program-EN-1.xlsx>

In the excel budget template, complete TAB A - Project Budget and itemize the associated expenses that will be incurred to enable your initiative to advance. Please read and review TAB B in the excel template, this provides an overview of the eligible and ineligible expenses.

### FOR FURTHER ASSISTANCE:

If you have any questions about your application, please review the Grants Criteria document and the FAQ on [our website](#).

For questions related to eligibility requirements, technical issues, troubleshooting, and/or the online application process in the portal, please contact:

**Phaedra Maicantis** (Grants Administrator) ext. 263  
[socialinnovation@canadianwomen.org](mailto:socialinnovation@canadianwomen.org)

**Rifka Khalilieh** (Grants Administrator) ext. 223  
[rkhilieh@canadianwomen.org](mailto:rkhilieh@canadianwomen.org)

For substantive questions related to the proposed project, please contact:

**Sagal Dualeh** (Director, Investment Readiness) ext. 221  
[sdualeh@canadianwomen.org](mailto:sdualeh@canadianwomen.org)

If you have any further questions, please telephone:

Toll free: 1-866-293-4483                      TTY: 416-365-1732