



CATHOLIC CAMPAIGN FOR HUMAN DEVELOPMENT

GRANT PROGRAM

Guide for Catholic Campaign for Human Development Grant Applicants

This revised and updated guide will help you complete the CCHD Community Development and Economic Development grant applications online. It provides definitions of terms used by CCHD, clarifications on policies related to CCHD funding, and includes useful tips for completing and submitting your application.

Please read the entire guide before you begin your online application

Table of Contents

1. About CCHD	1
2. CCHD Application Definitions	
1. Understanding the Diocesan Structure	2
2. What does CCHD mean by <i>Low-Income Control</i> ?	2
3. How does CCHD define <i>Institutional Change</i> ?	4
4. How does CCHD define <i>Leadership Development</i> ?	4
5. How does CCHD define <i>Organizational Development</i> ?	5
6. What does CCHD mean by the word “Action”?	6
7. What is a <i>Technical Assistance Provider</i> ?	7
3. Economic Development Program	
1. What does CCHD mean by <i>Economic Development Institution</i> ?	7
2. What outcomes does CCHD anticipate from economic development funding?	7
4. Frequently Asked Questions	
1. Why doesn’t CCHD support partisan political activities?	8
2. What does the moral and social teaching of the Catholic Church include?	8
5. Basic User Information	
1. Navigating the online application	9
2. General formatting instructions	10
3. Formatting goals and implementation plans	11
4. Your User ID and Password	11
5. Printing your application	11
6. Saving and editing your application	11
7. Interim Report	12
8. Uploading attachments	12
9. Submitting your application	12
10. Deadlines	12
6. How to Contact CCHD for Help	13

1. About CCHD

The Catholic Campaign for Human Development is the domestic anti-poverty program of the U.S. Catholic Bishops. CCHD works to break the cycle of poverty by helping low-income people participate in decisions that affect their lives, families and communities. CCHD offers a hand up, not a hand out. CCHD has a complementary mission of educating on poverty and its causes. This dual pastoral strategy of education for justice and helping people who are poor speak and act for themselves reflects the mandate of the Scriptures and the principles of Catholic social teaching.

CCHD also provides the Catholic faithful with concrete opportunities to live out the love of God and neighbor in ways that express our baptismal call and continuing Eucharistic transformation. Pope Benedict XVI has taught that “restoration of justice, reconciliation and forgiveness” requires: *determination to transform unjust structures and to restore respect for the dignity of all men and women, created in God’s image and likeness. Through the concrete fulfillment of this responsibility, the Eucharist becomes in life what it signifies in its celebration. (Sacramentum Caritatis, #89, 2007)*

CCHD is made possible by the generous support of Catholics in the United States, especially through an annual parish collection. CCHD’s grants to local anti-poverty efforts are screened, awarded and monitored in close partnership with local Catholic dioceses. CCHD grants to groups in a local community require the explicit approval of the bishop of that diocese. CCHD is a unique and essential part of the Catholic community’s broad commitment to assist low-income people, families and communities. This commitment also includes our Catholic parishes, schools, Catholic Charities, health ministries, and countless other examples of service to “the least of these.” (Matt. 25) Like many other Catholic ministries, CCHD helps people overcome poverty without regard to their race, ethnicity or religion. As a national initiative of the Bishops’ Conference, CCHD is an essential and complementary part of the Catholic social mission proclaimed by Jesus Christ and taught by His Church. CCHD does not replace, nor can it be replaced by, other expressions of the Church’s essential social mission. The belief that those who are directly affected by unjust systems and structures truly have the best insight into knowing how to change them is central to CCHD.

In an effort to fund a wider array of organizations, CCHD requires Community Development initiatives who have received funding for six years since 1997 to take a three-year break from funding. This policy applies whether the organization received funding for six years on a continuous or intermittent basis. After the three-year interval, these organizations will be eligible for funding requests for up to another six years before the same interval cycle will be repeated. Contact your area grant specialist to determine your eligibility for the current grant cycle.

CCHD’s Economic Development Program also maintains a three-year eligibility limit. CCHD will grant a maximum of three years of support to an Economic Development Institution. These years need not be sequential.

Please contact your grants specialist to determine your eligibility for the current grant cycle. (Find the grants specialist for your region with the map at the end of this guide, or go online at www.usccb.org/cchd.)

2. CCHD Application Definitions

This section provides definitions for key terms in the application, and clarifications that may help you develop your responses.

[DIOCESAN STRUCTURE](#) | [LOW-INCOME CONTROL](#) | [INSTITUTIONAL CHANGE](#) | [LEADERSHIP DEVELOPMENT](#)
[ORGANIZATIONAL DEVELOPMENT](#) | [ACTION](#) | [TECHNICAL ASSISTANCE PROVIDER](#)

Understanding the diocesan structure

CCHD is a program of the [United States Conference of Catholic Bishops](#) and, in most cases, has a locally appointed [director in each of the more than 180 dioceses](#) throughout the United States, Puerto Rico, and the Virgin Islands.

A **diocese** is an intermediate Catholic Church structure into which local Catholic communities, or **parishes**, are organized under the leadership and authority of a diocesan bishop. Each diocesan bishop designates a CCHD diocesan director, responsible for implementing CCHD's mission and program within the diocese, including evaluating applications for CCHD funding. The local bishop(s) or archbishop(s) **must review and endorse** organizations planning activities that will take place within the respective diocese(s) before CCHD funds will be granted. **CCHD strongly recommends that applicant organizations make contact with the local diocesan director in each diocese where their organization is active, upon submitting an application.** To find out which diocese(s) your organization is located in, or to identify the local CCHD diocesan directors, visit www.usccb.org/cchd/director.shtml.

[top](#)

What does CCHD mean by *low-income control*?

The participation of low-income people in the shaping and ongoing direction of organizations is a central criterion for CCHD funding, based on [Catholic social teaching](#) on the **dignity of the human person**, and on **subsidiarity**—the principle that people who are experiencing a particular problem are best equipped to develop solutions to that problem. Low-income people must have and maintain a strong voice in the organization's leadership, both in its governance structure and its policy decisions, especially through their direct participation in the board of directors.

Low-income control also involves “ownership” of the processes within an organization and understanding of the community issues.

CCHD is committed to overcome poverty in the United States and focuses on how the principles of participation, subsidiarity and solidarity shape CCHD's emphasis on the poor speaking and acting for themselves.

- A. CCHD insists on the priority of “human development” urging funded groups to build capacity and develop leadership through engaging and working with people living in poverty.
- B. CCHD requires that CCHD funded activities benefit people “living in poverty,” with a majority of those benefiting from an organization’s efforts people experiencing poverty. One standard CCHD uses to assure that poor people have a decisive voice in the activities of an organization is board composition, where a majority of those who make actual policy are poor themselves. [NB: A useful measure of poverty is a percentage of the Area Median Income, with 50% of AMI considered “very low income” and 80% of AMI considered ‘low income.’(For example, in Kalamazoo Michigan 80% of AMI is \$43,000 for a family of 3 and 50% of AMI is \$28,300.)]
- C. In addition to board make-up, CCHD considers other ways to assess how organizations effectively practice the principle of participation and a priority for the poor, including:
 - i. Organizations with a predominately low-income membership focusing primarily on issues related to poverty which have or are developing effective structures and processes to ensure that low-income people are central in decision-making.
 - ii. Organizations which include both low-income and other Catholic parishes, congregations or groups where structures are in place to ensure that low-income participation is integral to decision-making and low-income priorities are central to the organization’s agenda and there is evidence of genuine solidarity and cooperation in overcoming poverty.
 - iii. Other structures, vehicles and methods to insure that the voices of the poor themselves have a substantial role in setting directions, priorities and policies of an organization could also be considered.
- D. CCHD understands poverty to also include: “persons directly experiencing economic or social injustice, i.e. racial or ethnic discrimination, handicapping or disabling conditions, long-term joblessness, policies which break up poor families and particularly hurt low-income children, economic dislocation and disinvestment that undermine the ability to meet basic needs for them and their families.”
- E. For purposes of assessing participation and decision-making by those most affected by poverty, CCHD considers priests and religious who primarily serve low-income people, parishes and communities and live in solidarity with their people in those communities as contributing to this goal. However, a board or organization made up exclusively or primarily of clergy and religious would not be considered a low-income board or organization for this purpose.

[top](#)

How does CCHD define *institutional change*?

CCHD considers “**institutional change**” as that which addresses policies and operational structures of government, corporations, or private agencies that create poverty, keep people poor, or impose injustice on low-income people.

The following actions frequently are interpreted as “**institutional change**,” but **do not fit** CCHD's definition:

advocacy for an individual or many individuals, resulting in a more just situation for some individual(s), but not changing the structure or official policy of the institution; changes in attitudes of persons who provide services to low-income people, but not affecting the government, corporate or agency policies and structures.

Here is an example of an **institutional change** goal, and how it might be outlined:

Institutional Change Goal: To secure passage of a rent control law this year.

Strategy: Organize people in 20 low-income apartment complexes on the east side of the Hudson River in order to get council members to support the bill.

Activities/Tasks (to achieve goals):

1st Half of Grant Year

1. Conduct 20 interviews in each complex
2. Hold 12 “solidarity” meetings with community churches.
3. Hold 5 “know your rights” meetings with 50 people at each meeting.
4. Bring 200 leaders to the City Hall to talk with council members.

2nd Half of Grant Year

1. Find a sponsor for rent control bill.
2. Hold educational meeting with 10 diverse churches.
3. Hold a meeting with the mayor to gain his/her support.
4. Have the bill introduced during the next session of the council.
5. Get members to call council members to support the bill.

[top](#)

How does CCHD define *Leadership Development*?

The development of the human person is central to Catholic social teaching. As such, CCHD considers the initial and continual **leadership development** a central component of their grant-making. Applicant organizations should demonstrate a strong track record and commitment to ongoing development of leaders within the organization. Plans for training may include social analysis, issue identification, elements of organizing, fundraising, board development, etc. Training should focus on equipping members with skills in the field of community improvement or, depending on the type of proposal submitted, economic development. Skill training focused on personal development, while often an important complement to the work of an applicant active in community development or economic development efforts should not be the focus of the proposal to CCHD.

Here is an example of a **leadership development** goal, and how it might be outlined:

Leadership Development Goals:

- I. To train and develop 20 new leaders to know how to build the organization's constituency and identify issues through a listening campaign, and to identify leaders to send to national training event April 5-10.
- II. Identify potential leaders to participate in issue campaigns.

Strategy: Identify, train and engage 15-20 current leaders to participate in a listening campaign.

Activities/Tasks (to achieve goals):

1st Half of Grant Year

1. Gather with leadership to plan campaign timeline and training (July)
2. Identify at least 40 leaders to attend training (July-August)
3. Conduct training for at least 40 leaders and find at least 15 who will put their training into practice (September)
4. Conduct listening campaign October to mid-December (100-150 one-to-ones)
5. Evaluate listening campaign and find out what issues came up, and what potential new leadership was discovered (early January)

2nd Half of Grant Year

1. One-to-one follow-up with all new leaders by staff (January-March)
2. Conduct two trainings with new potential leaders (February/March) on basics of community organizing (building public relationships, one-to-ones, issues and issue campaigns, power and power analysis, running good meetings, etc.)
3. Invite new leaders to national training and incorporate interested leaders into issue teams and ongoing/new issue campaigns.

[top](#)

How does CCHD define *Organizational Development*?

CCHD evaluates **organizational development** plans by assessing the capacity and track record of the applicant organization. Organizations applying for funding should demonstrate some experience and history related to the activities proposed for implementation. An organization may have an excellent track record in providing direct services to a very low-income community, but this alone would not qualify to be effective at creating institutional changes. In addition to having a proven record of affecting institutional change, the applicant organization should demonstrate capacity in terms of its ability to raise and manage funds, the experience and involvement of its board members, collaboration with other institutions, and ability to grow its membership.

Here is an example of an **organizational development** goal, and how it might be outlined:

Organizational Development Goal: To recruit 10 new member groups to the organization during the grant year.

Strategy: Identify and build relationships with potential member groups.

Activities/Tasks (to achieve goals):

1st Half of Grant Year

- 1) Discuss with board plan to recruit new member organizations, brainstorm potential new members and nominate leaders to be on the outreach committee.
- 2) Provide training to outreach committee and expand list of potential member organizations (September)
- 3) Conduct outreach (October-December)

2nd Half of Grant Year

- 1) Convene leaders from potential member groups. Provide basic overview of organizing/vision of the organization (January)
- 2) Follow up one-to-ones with leaders from new potential groups (February)
- 3) Invite leaders interested in exploring membership to scheduled events for further training/strengthening relationships/trust (March-May)
- 4) Follow up one-to-ones/decisions on membership (July)
- 5) Welcome new member groups to the organization.

[top](#)

What does CCHD mean by values driven *action*?”

“Values driven **actions**” are actions based in a vision of the good where an organization puts forward a plan, a set of requests, or other information before public or private sector officials who oppose a position that helps persons determine means for climbing out of poverty.

Actions may be small (25-35 people) or large (2000+ people), but they are always an opportunity for the group to mobilize their members to directly and actively participate in dialogue, and often in negotiations, around the issues they put forward. In this way, a “value based **actions**” reflect a central component of Catholic social teaching, which calls all individuals, regardless of income or social status, to be active, contributing members of their communities.

What is a *Technical Assistance Provider*?

A **Technical Assistance Provider** can be a network, a consulting firm or organization, or a single individual consultant. Any of these sources may provide numerous services, such as organizing or business training for staff, board or general leadership (e.g., power analysis, issue identification, how to run a meeting, how to plan and run an action, how to do a feasibility study or business plan); recruitment methods; strategic/business or any long- or short-term planning; or financial or fundraising training. The technical assistance provider is an entity that helps your organization stay on course and develop into a stronger organization and/or business.

3. Economic Development

[ECONOMIC DEVELOPMENT INSTITUTION](#) | [ANTICIPATED OUTCOMES](#)

What does CCHD mean by Economic Development Institution?

CCHD's economic development program focuses on Economic Development Institutions (EDIs). Typically EDIs are organizations, businesses, or real estate initiatives that are structured for lasting community ownership and low-income control. They create good jobs and just workplaces, and they develop assets for low-income people that are owned by families and communities.

CCHD funds five types of Economic Development Institutions:

- Community-Owned Real Estate Initiatives
- Business Incubators and Marketplaces
- Community Development Financial Institutions
- Social Purpose and Training Businesses
- Worker-Owned Co-Ops and Community-Owned Businesses

Visit CCHD's Web site for a look at each type of EDI: www.usccb.org/cchd/edgengrant.shtml.

What outcomes does CCHD anticipate from economic development funding?

CCHD has established the following threshold outcomes to ensure that EDIs have the potential for substantial job creation and/or asset development within their communities:

EDIs must create 10 or more new jobs that pay a living wage as determined by regional standards, and/or

EDIs must develop asset ownership for more than 10 individuals or families while also benefiting the larger community.

CCHD's Economic Development Implementation Grant applicants are required to submit a complete plan for the EDI. That plan must clearly relate the anticipated outcomes to a rigorous

assessment and analysis of the community. In some underserved or distressed areas of the country (e.g., some rural and reservation communities), threshold outcomes may be given special consideration as determined by regional standards.

4. Frequently Asked Questions

[WHY DOESN'T CCHD SUPPORT PARTISAN POLITICAL ACTIVITIES?](#)

[WHAT DOES THE MORAL AND SOCIAL TEACHING OF THE CATHOLIC CHURCH INCLUDE?](#)

Why doesn't CCHD support partisan political activities?

Both the teachings of the Catholic Church and the regulations of the U.S. Internal Revenue Service prohibit CCHD from engaging in or supporting partisan political activities. Additionally, under the Internal Revenue Code, all section 501(c)(3) organizations absolutely are prohibited from directly or indirectly participating in, or intervening in, any political campaign on behalf of (or in opposition to) any candidate for elective public office.

As such, any organization involved in partisan political activities is ineligible for CCHD funding. Non-partisan voter registration efforts undertaken by applicant groups facilitate civic participation in democracy and are supported by the Church. At the same time, however, any effort that seeks to register voters for one political party over another constitutes partisan political activity. Any group involved in such partisan political activity would be ineligible for funding.

The moral framework of the Catholic Church does not fit the ideologies of "right" or "left," or the platforms of any political party. As an institution, the Church is called to be political (that is, supporting civic participation), but not partisan. The Church's cause is the protection of the weak and vulnerable and defense of human life and dignity, not a particular party or candidate... Therefore, CCHD will not fund organizations whose work includes any partisan efforts.

To learn more about the Church's teaching on political life, consult "***Forming Consciences for Faithful Citizenship—A Call to Political Responsibility from the Catholic Bishops of the United States***" [English](#) [Spanish](#) .

What does the moral and social teaching of the Catholic Church include?

The following are [Basic Principles of Catholic Mission](#) as they are applied by the Catholic Campaign for Human Development.

In the light of the Catholic Church's moral and social teachings and tradition, CCHD asks organizations requesting funding to understand and adhere to some basic principles central to the Catholic mission.

- **Respect for Human Life and Dignity**: CCHD works to protect and enhance the life and dignity of all, especially those who are poor, vulnerable or suffering economic or other injustice.
 - **Priority for the Poor**: CCHD practices the Church's priority for the poor, helping low income and vulnerable people improve their lives and communities by their own actions.
 - **Participation**: CCHD works from the bottom up, emphasizing self-help and participation and decision-making by poor people themselves.
 - **Subsidiarity**: CCHD focuses on local communities seeking to empower and give voice to those closest to problems of poverty
 - **Solidarity**: CCHD is a sign of solidarity, standing with and for the poor and seeking to build community and bridges between those who are poor and those who are not.
-

5. Basic User Information for Online Application

[NAVIGATING THE APPLICATION](#) | [GENERAL FORMATTING INSTRUCTIONS](#) | [FORMATTING YOUR GOALS, PLANS USER ID/PASSWORD](#) | [PRINTING THE APPLICATION](#) | [SAVING, EDITING](#) | [INTERIM REPORT UPLOADING ATTACHMENTS](#) | [SUBMITTING YOUR APPLICATION](#) | [DEADLINES](#)

Navigating the Online Application

Once you have logged into the online application using the link e-mailed to you by CCHD, you will see a tool bar at the top of the page with four links: *Exit*, *Sample Documents*, *CCHD Criteria & Guidelines*, and *Contact Us* (described below). Once you click on a link, a new page or window will open. To close the new window, click on the X in the top right hand corner of the page. *Do not close the application.*

Exit – Allows you to exit the application **WITHOUT** saving data. Use this carefully, as any work you have done will **NOT** be saved.

Sample Documents – Opens a new Web page with downloadable forms for the Application Budget, Board Member Profiles and Listing of Institutional or Coalition Membership (Community Organizing Grants only). These forms must be completed for the respective application. Additional required attachments will be outlined on the final page of the online application.

CCHD Criteria and Guidelines – Opens a new Web page with information about CCHD’s funding criteria.

Contact Us – Allows you to send an e-mail to a CCHD support staff person with questions about the application.

Below the toolbar, you will see links to each page of the application, as well as links to *Review My Application* – Allows the system to review your application responses to make sure all required fields are completed.

Printer-Friendly Version – Opens up a new window with a printable version of the document.

At the bottom of some pages, you will find buttons for

Save & Finish Later – Save a draft of your work that you can return to later.

Next – Continue to the next page of the application.

Review & Submit – Review your application in its entirety, determine if any required fields have not been completed, and submit your application to CCHD.



NEVER use the back and forward buttons on your Web browser to move through the application—use the page links at the top of the application, or the “Next” button at the bottom of the application.

Save your document regularly as you go—avoid being “timed out” and losing your work. If you stop working on the application briefly, or get distracted by other tasks, be sure to save your work. Use the “Save and Finish Later” button often, to save your changes to the application.

[Back to Basic User Information](#)

General Formatting Instructions

Your written responses should be as clear and concise as possible. There are length limitations for some fields. We recommend that you use Microsoft Word or a similar word processing program to draft the narrative responses to application questions (e.g., organization description, initiative description, goals, etc.). Once your narrative responses are drafted, you can cut and paste them into the online application. You may also want to use the spell check function in your word processing program prior to pasting responses into the application.

Please use plain text only—the online application software will not recognize bold, underlining, italics, or other font formatting. You may use quotation marks, numbered lists, apostrophes, parentheses, and hard returns. Tables or text boxes cannot be pasted into the response boxes.

[Back to Basic User Information](#)

Formatting Goals and Implementation Plans

The Community Organizing full application requires a thorough narrative description of your organization's goals for the following four areas: 1) institutional change, 2) leadership development, 3) organizational development, and 4) financial capacity/fundraising.

You must use the following format in the application to outline goals, strategies, and related activities (including a timeline) for each of the four areas:

Goal: What concrete policy/structure is the group working to change or what leadership/ organizational development goal is the group trying to achieve?

Strategy: What strategy will be used to accomplish this goal?

Activities/Tasks: What specific activities and tasks need to happen and when do these tasks need to happen in order to carry out the strategy and achieve the stated goal?

Your User ID and Password

You will receive an e-mail from CCHD with a link to the online application account login page. You will need to enter your e-mail address and create a password (minimum of five characters). **Please note your login page and password for future reference.** If you forget your password, click the "Forgot your password" link and your password, your account login information, and a link to access your saved application will be e-mailed to you.

Printing Your Application

If you would like to print out the online application before, during, or after submission, use the "Printer Friendly Version" link at the top right-hand corner of the page.

[Back to Basic User Information](#)

Saving and Editing Your Application

As you are completing your online application, you may save your work at any time and complete it later, by using the "Save and Finish Later" button at the bottom of each page. To access your saved application, you must use the link that CCHD sent to you in the original e-mail invitation to submit an application. You may want to bookmark this link for future reference.

[Back to Basic User Information](#)

Interim Report

For those groups that are submitting a combined Refund Application and Interim Report, the Interim Report shows progress on your last year's organizational grant goals for low-income control, institutional change, leadership development, organizational development and fundraising/financial capacity. For all evaluators to assess your organization's progress on your grant from the previous year, you must restate your goals *from the previous year*. Please **do not confuse these goals** with the proposed goals your organization has stated for the **coming** grant year. They may be slightly or very different.

Uploading Attachments

All full applications require that you submit attachments. The final page of the application will indicate which are required and guide you through the process. Click on the "Sample Documents" link at the top left of the page to access and download attachment forms. You will be directed to a Web page where you can download the appropriate forms (if applicable) to be completed. Attachment forms include the budget and board profiles, among others.

Submitting Your Application

Once you have completed your application, reviewed it, and uploaded the required attachments, use the "Review and Finish Later" button at the bottom of the page to submit your application to CCHD. **(We recommend you print a hard copy to keep for your files.)** CCHD will not be able to view your application until it is submitted.



You will not be able to edit your application once it has been submitted.

Deadlines

The deadline for submitting a pre-application is 11:59 pm EST on November 1st. Full applications must be submitted by 11:59 pm EST on the due date (December 1 for Refund Applications, and December 15 for new Full Applications). You will receive an automatic confirmation upon submission of an online application.

[Back to Basic User Information](#)

6. How to Contact CCHD for Help

If you are not able to find the answers to your questions within this guide or at the CCHD Grants Web site (www.usccb.org/cchd), call the [grants specialist for your area](#).

Division of Areas



Area A (Northeast)

Randy Keesler — x-3369

rkeesler@usccb.org

Area B (Midwest, MD & DE)

Sean Wendlinder- x-3212

swendlinder@usccb.org

Area C (Southeast)

Bonita Anderson—x-3371

banderson@usccb.org

Area D (Central & Southwest)

Dylan Corbett-x-3370

dcorbett@usccb.org

Area E (West)

Sandy Mattingly-Paulen - x-3211

smattingly-paulen@usccb.org

CCHD Director

Ralph McCloud —x-3367

rmcloud@usccb.org