

Protocol for Multi-Member Collaboration in Cross-Alliance Grant Acquisition and Management

I. Introduction

In order that ChildFund members may capitalize on the Alliance's ability to leverage global resources from institutional donors to support our work for children, and so that they may manage acquisition and implementation of grants more effectively, a framework for cross-Alliance grants acquisition and management is required, defining roles and responsibilities.

This protocol applies to grant acquisition and management related to institutional donors, such as professional foundations, multi-lateral and bi-lateral donors, and corporate donors when two, or more, Alliance members are interested in working in partnership in the preparation and submission of a grant funding application to the same donor. This protocol applies to grant proposals submitted to the European Union (EU) and is supplemented by Annex 3 that describes the role of the ChildFund Alliance EU Office in coordinating proposals going to the EU. When a grant opportunity involves only one Alliance Member and its respective country of operation, this protocol will not be necessary and does not apply.

This Protocol serves as an Alliance-wide operating procedure and describes the roles and responsibilities of Alliance members when working in a cross-Alliance partnership to seek funding from a donor. All Alliance members agree to adhere to the provisions of this Protocol and will work together in a spirit of mutual respect and cooperation.

The Alliance Grants Support Committee (GSC) will be responsible for periodically reviewing the Protocol and recommending revisions to the full Alliance through the CEO forum.

II. Definitions and overview of the Alliance Members' Role

The following terms will be used throughout the protocol and Annex 1, Teaming Agreement. Annex 2 gives additional guidance on the roles and responsibilities of Alliance members when they assume one of the defined roles.

DONOR LEAD¹

For the purposes of preparing a grant funding proposal, overseeing a grant-funded project and managing the relationship with the donor, one of the Alliance members will be identified as the DONOR LEAD. In most instances the DONOR LEAD will be the Alliance Member where the prospective donor has its Headquarters²; exceptions to this rule are described below. The DONOR LEAD is responsible for managing the relationship with the donor during grant acquisition and is accountable to the donor for post award project management. The DONOR LEAD is responsible for the preparation and submission of

¹ Roles and Responsibilities of the cross Alliance partnership are outlined in Annex 2.

² For example, the Alliance Donor Lead for proposals submitted to IrishAid will be ChildFund Ireland.

the funding proposal with input from the Alliance PROJECT LEAD and PROJECT PARTNER(s). The DONOR LEAD is responsible for final submission of all project related reports to the donor.

PROJECT LEAD

The PROJECT LEAD will be the Alliance Member with primary responsibility for implementation of the grant-funded project. The PROJECT LEAD will normally have an operational presence (i.e., an established Country or National Office) in the country where the project implementation will take place. Where more than one Alliance Member has operations in the target country, the PROJECT LEAD will be the Alliance Member that will implement the majority of the project in budgetary terms, or the Alliance Member that has capacity and resource availability to lead on project implementation. This decision will be made based on consensus and prior to signing a Teaming Agreement.

The PROJECT LEAD provides direction and management of the project inputs required by the DONOR LEAD for proposal development. The PROJECT LEAD is responsible for the implementation of activities of a project in a given host country. This includes responsibility for multi-year implementation, planning, supervision, reporting, and provision of necessary logistical support.

A cross-Alliance partnership can result in a DONOR LEAD working with multiple PROJECT LEADS when the proposed Project will be implemented in multiple countries, each with a different PROJECT LEAD.

ALLIANCE PROJECT PARTNER

Where more than one Alliance member has operations in the country and location where the project is planned, the Alliance member that is not the PROJECT LEAD may opt to be an ALLIANCE PROJECT PARTNER if that member has a genuine interest – material or reputation – in the project. For clarity, an ALLIANCE PROJECT PARTNER is an Alliance member with an interest in the project and not a local, implementing partner of an Alliance member.

III. Fundamental Principles

The following fundamental principles underlie a cross Alliance partnership with regards to grant acquisition and management.

All Alliance members agree to adhere to the provisions and spirit of this Protocol.

All parties to a cross Alliance grant related partnership agree to abide by the ChildFund Alliance Program Standards, including the standard on Child Protection, in preparing a grant funding proposal and in subsequent implementation of a grant award.

The DONOR LEAD, PROJECT LEAD(s) and ALLIANCE PROJECT PARTNERS must mutually agree to pursue the funding opportunity. Any Alliance member can decide not to pursue the funding opportunity.

The proposed grant must fit with, or be consistent with, the PROJECT LEAD's program approach – normally as presented in a Country Strategic Plan. If a Donor requires adjustments to a proposal to the extent that the grant or project initiative does not fit with the country plan, the PROJECT LEAD has the right to decline that grant.

Each Alliance partner considering working in partnership on a grant funding opportunity will be given the opportunity to conduct its own due diligence on the prospective donor to ensure that the Alliance member is comfortable accepting grant funding from the donor.

The members of a cross Alliance partnership (DONOR LEAD, the PROJECT LEAD(s), and ALLIANCE PROJECT PARTNERS) acknowledge the importance of clear, frequent and timely communication to a successful partnership. All member of a cross Alliance partnership commit to clear and frequent communication among themselves throughout all phases of proposal preparation and subsequent project implementation.

Before beginning to develop a concept paper or full grant proposal, all parties involved in a cross-Alliance partnership will conclude a Teaming³ Agreement using the Teaming Agreement template found in Annex 1. The DONOR LEAD is responsible for ensuring that a Teaming Agreement is used. Alternatives to the standard Teaming Agreement are acceptable so long as all Alliance members involved in the preparation of the grant proposal agree to use a different form of Teaming Agreement. Alternative Teaming Agreements must describe the specific roles and responsibilities of the Alliance members in the preparation and submission of a funding proposal. Normally, a Teaming Agreement will include the following:

- Who will be the DONOR LEAD
- Who will be the PROJECT LEAD
- Which other Alliance Members are involved as PROJECT PARTNERS
- What is required of each of the Alliance members in preparing the proposal and any associated proposal submission deadlines
- The preliminary allocation of the proposed project budget between the Donor Lead, Project Partner(s) and Alliance Project Partner(s), including indicative parameters around any staffing, overhead and support costs
- If the donor requires matching funds from the applicant, the Teaming Agreement will describe how the partners will contribute to meeting the matching funds requirement
- If the donor contributes indirect costs to its funded grants, the Teaming Agreement will describe how they will be allocated among the Alliance members in the Project's budget
- If the donor contributes any funding for the project design period, the Teaming Agreement will describe how this will be allocated between the DONOR LEAD, PROJECT LEAD and PROJECT PARTNERS

If the PROJECT LEAD intends to involve local, partner organizations in the delivery of the proposed Project, the PROJECT LEAD will bring the local partner(s) into the proposal planning process at the from the beginning to ensure that local partners understand their role in the proposed Project.

If the donor agrees to fund the proposal, the DONOR LEAD will inform the PROJECT LEAD and PROJECT PARTNER(S) of the grant management/implementation requirements of the donor. The roles and responsibilities of the DONOR LEAD, PROJECT LEAD and PROJECT PARTNERS will be described in a formal grant agreement document signed by all relevant Alliance members.

³ ChildFund Alliance members will use the standardized Teaming Agreement (Annex 1) to govern the relationships between the DONOR LEAD, the PROJECT LEAD, and other Alliance members who are parties to the grant proposal. This template should form the basis for any future grant agreements, with adjustments made where necessary, to meet the specific donor and project requirements. .

IV. Roles and Responsibilities

See Annex 2 for a complete description of the roles and responsibilities of the DONOR LEAD, the PROJECT LEAD(s) and Alliance PROJECT PARTNERS. The following is a summary of the main role and responsibilities of Alliance members who involved in a Cross-Alliance Partnership.

DONOR LEAD:

- Prepares the Teaming Agreement and negotiates its contents with all Alliance members that are working in partnership on the Project's proposal.
- Informs the Project Lead(s) of any donor required budget parameters/guidelines (e.g., donor limitations on the amount of budget that covers admin/overhead costs) prior to signing the Teaming Agreement
- Sources match funding as required and/or agreed on in the Teaming Agreement. If the Donor Lead is unable to contribute the full amount of match funding, the Donor Lead will initiate a discussion with the Project Lead(s) to determine how each partner will contribute to meeting the matching funds requirement of the donor
- Manages the preparation of the proposal and coordinates all the work of other Alliance members that are part of the proposal as either PROJECT LEAD or PROJECT PARTNER
- Signs the donor's grant agreement or contract and manages the on-going relationship with the donor
- Manages flow of funds from the donor to the PROJECT LEAD(s)
- Submit all periodic and final reports to the donor
- Keeps the PROJECT LEAD informed of any changes to donor conditions and guidelines, or other issues that arise in relation to the project, during the implementation of the Project.
- Oversees the final close-out of the Project

PROJECT LEAD(s):

- Project design, proposal preparation, implementation and management, including financial management
- Manages relationship with local project partners
- Liaises with other ChildFund Alliance members that are working in country

- The PROJECT LEAD will be responsible for ensuring that there is an Agreement with its host country government (i.e. the country in which the ChildFund Member has a Country Office) providing for legal operations in the country, including necessary clauses and content that allows for the participation of ChildFund Alliance members in potential grant opportunities.

Alliance PROJECT PARTNERS:

- Deliver their portion of the project proposal and project work plan as described in the Teaming Agreement and sub-grant agreement with their PROJECT LEAD

EXCEPTIONS

Exceptions to the role and responsibilities that Alliance partners play in the preparation of a grant funding proposal and subsequent implementation of a grant funded project will be agreed on between the Alliance members involved in the partnership and documented in the Project's Teaming Agreement.

V. Working with UN Agencies and Multi-Lateral Donors

Managing the relationship between the donor in-country and ChildFund will be the responsibility of the Alliance member that is operational in the country (e.g., ChildFund International is responsible for managing the relationship with UNICEF in Uganda). Where more than one Alliance member is operational in a country, and both members are interested in pursuing grant funding opportunities from the same multi-lateral donor, the respective Alliance Country or National Office Directors will agree on their respective roles (DONOR or PROJECT LEAD) in a funding proposal. Memorandums of Understanding (MOUs) between Alliance members working in the same country are encouraged in order to coordinate the Alliance's approach to grant donors in country.

VI. Working with the European Commission (EC)

When EC funding is contemplated, the EU Office will coordinate with the interested Alliance members to determine by consensus the most appropriate DONOR LEAD. Coordination may include identification of the opportunity, bringing together appropriate ChildFund Offices to help determine the DONOR LEAD and addressing capacity at HQ and National Office levels. Where consensus cannot be reached, the matter will follow the dispute resolution procedure describe in Article VII, below. The DONOR LEAD is expected to consult with the EU Office and keep them up to date regarding its progress in grants acquisition. Please, refer to Annex 3 for a full description of the process of seeking funding from the EC and the role of the EU Office.

VII. Home Territory Donors

If an Alliance member is interested in submitting a proposal to a donor that is based in another Alliance member's home territory⁴ as the primary applicant (or DONOR LEAD) the Alliance member must consult with the other Alliance member prior to initiating conversations and/or a proposal preparation process

⁴ For example, ChildFund International is interested in applying for funding from IrishAid as the prime applicant, or DONOR LEAD.

with the donor. This includes cases where the Alliance member has interest in working with the donor via another INGO (for example, CCF Canada partners with CARE International on a proposal going to USAID.) The Alliance member will initiate the consultation by contacting the other Alliance member's representative on the Alliance Grants Support Committee. The consultation will determine which Alliance member is best positioned to be the primary applicant (or Donor Lead). This ensures that the Alliance member that has primary responsibility for managing the donor relationship is aware of another Alliance member's interest in working with the donor and it will assure clear representation of the Alliance from the donor's perspective.

VIII. Donors outside an Alliance Territory

In cases where a prospective donor is not based in an existing Alliance country or territory⁵ and multiple Alliance members are interested in seeking funding from the donor as the primary applicant (or DONOR LEAD), the interested Alliance members will negotiate among themselves which Alliance Office assumes the DONOR LEAD, PROJECT LEAD and PROJECT PARTNER role(s). The negotiation should take into consideration how to best represent ChildFund's technical expertise and grant management capacity to the donor in order to cultivate an on-going relationship with the prospective donor.

IX. Grant Acquisition

Any ChildFund Alliance Member can initiate discussion of a grant opportunity. Once the ChildFund Alliance Member and the relevant Country or National Office (and line management structure, as appropriate) reach agreement that an opportunity might be pursued, DONOR and PROJECT LEADS will be named following the procedures described in the Protocol. The Teaming Agreement is then prepared and finalized.

The DONOR LEAD will carry out due diligence⁶ on the donor, and is ultimately responsible for the preparation and submission of proposal to the donor, using information and program designs provided by PROJECT LEAD. The DONOR LEAD will negotiate the flow of funding from the donor, in frequent communication with the PROJECT LEAD.

The PROJECT LEAD is responsible for the design of the project within the context of the guidelines of the donor. Any feedback provided by Alliance Members is then to be incorporated by the DONOR LEAD and presented to the donor.

The DONOR LEAD and PROJECT LEAD will develop a project budget that takes into consideration the personnel costs of the PROJECT LEAD in order to meet its requirement to effectively manage the project.

Throughout proposal development, teams should communicate at regular intervals to maintain progress. The DONOR LEAD will chair discussions with all other involved Alliance members and partners.

⁵ For example, the Bernard van Leer Foundation in the Netherlands

⁶ Any prospective Alliance partner can conduct its own due diligence of the donor as described in the Fundamental Principles Section.

The final funding proposal will include a section that describes the management structure of the Project and the relationships between the various Alliance partners in the implementation of the project. If this isn't already a requirement of the donor, the Alliance members will prepare a management structure framework while preparing the funding proposal.

All grant funding proposals submitted to the donor will be prepared on a fully-absorbed cost basis. That is to say, each Member shall bear its own costs according to the function it has in the cross-Alliance partnership. These costs should be considered by the Alliance member prior to engaging in that consortium.

If the donor funds ChildFund's proposal, the DONOR LEAD will sign the grant agreement with the donor. The DONOR LEAD will sign the donor grant agreement only after all costs, revenues, and reporting arrangements are agreed with the PROJECT LEAD and other related ChildFund Alliance Members⁷.

X. Grant implementation and Program Planning

The DONOR LEAD is responsible for overall management of the funded grant award. This includes reporting to the donor according to contractual requirements, using timely and complete information provided by the PROJECT LEAD. The PROJECT LEAD will ensure that the DONOR LEAD and all other relevant ChildFund Alliance Members are able to carry out regular (and reasonable) support and monitoring visits to project sites, as may be required.

The DONOR LEAD will prepare and issue a grant funding agreement with the Alliance PROJECT LEAD and PROJECT PARTNERS that at a minimum describes the duration of the grant, the amount of funding available to the Alliance members, how project funds will be disbursed to the Alliance partners, the Programmatic and Financial reporting requirements and any other rules and regulations governing the implementation of the grant. It is the responsibility of the DONOR LEAD to communicate to the PROJECT LEAD and PROJECT PARTNERS all of the donor's requirements in implementing the grant award. The DONOR LEAD will not impose stricter requirements than the donor requires on the PROJECT LEAD and PROJECT PARTNERS without the prior agreement of the Alliance member(s).

The PROJECT LEAD is responsible for planning and implementing the project in accordance with contractual requirements and the highest attainable programmatic standards. The PROJECT LEAD commits to keeping the DONOR LEAD and all other related ChildFund Alliance Members fully up to date on progress, problems, risk management, etc.

The PROJECT LEAD is responsible for ensuring that the implementing Country Office has adequate policies in place pertaining to procurement, human resource services, administration, financial management and other policies that ensure proper risk reduction and limited liabilities and exposures. Review and confirmation of this capability should take place during discussion of the Teaming Agreement, and periodically thereafter.

The PROJECT LEAD will ensure that projects are evaluated and audited on a regular basis and that all donor compliance matters are met. The PROJECT LEAD will maintain all files and financial data for a period of time as required by the donor and stipulated in the grant funding agreement. All such material

⁷ Through the Teaming Agreement and other supplementary documents.

must be made available, upon request of the ChildFund member responsible for completion of those audits, normally the DONOR LEAD.

In the event that the donor identifies financial liabilities incurred due to contract overruns, disallowed expenses, or other financial management deficiencies of the PROJECT LEAD, compensation may be requested from the PROJECT LEAD. If these liabilities are a result of errors incurred by project partners, the PROJECT LEAD may request compensation from that partner.

XI. Dispute Resolution

Alliance Presidents and CEOs will negotiate in good faith any disputes that arise between Alliance members involved in a joint grant implementation.

In the event of an unresolved dispute between a DONOR LEAD and a PROJECT LEAD, or with another ChildFund Alliance Member, the situation will be referred to the Secretary General for resolution⁸.

XII. Costs

In most cases, ensuring the fulfilment of any match requirement for a grant will be the responsibility of the DONOR LEAD (see Section IV Roles and Responsibilities). In those cases where a DONOR LEAD has insufficient resources, the DONOR LEAD and PROJECT LEAD(s) will negotiate the most appropriate arrangement that supports a competitive submission (including utilization of existing funds such as sponsorship and/or other donor funds).

Sharing of donor allowed indirect costs will be agreed on by the DONOR and PROJECT LEAD(s) at the time of signing the Teaming Agreement. The sharing of ICR is intended to compensate the DONOR and PROJECT LEAD(s) for their HQ costs that support the implementation of its grants portfolio.⁹

XIII. Media Relations

The PROJECT LEAD will be responsible for coordinating in-country media activities related to a grant contract. The PROJECT LEAD will provide a reasonable level of support to the media-related activities of the DONOR LEAD and other Members.

Public relations campaigns or media events will be governed, where applicable, first by donor requirements and secondly by the requirements of the PROJECT LEAD, the DONOR LEAD, and other relevant Alliance Members.

On calls related to humanitarian emergencies, HACU will be involved in media relations.

⁸ Comment: This may require a change to the SG roles and responsibilities.

⁹ Some examples of criteria to use in negotiating sharing ICR could be: management responsibilities of the Alliance members, respective geographic coverage, level of effort in project implementation, level of effort in reporting to the donor.

XIV. Safety and Security

The PROJECT LEAD will be responsible for monitoring the security situation in-country and coordinating all contingency plans with the DONOR LEAD and other relevant Alliance Members. Similarly, the PROJECT LEAD must inform the DONOR LEAD and related donors of any safety or security issues that may impact the delivery of a grant contract. Costs related to risk management should be included in the grant contract, if feasible.

XV. Revisions to the Protocol

The Alliance Grants Support Committee (GSC) is responsible for reviewing the Protocol on a regular basis and revising the Protocol when deemed necessary. If the revisions are of a significant nature, the GSC will seek the CEO's approval via the bi-annual CEO's Forum.

Annex 1 – Standard Teaming Agreement Template

[This Sample Teaming Agreement (“Teaming Agreement”) is provided for use in a teaming arrangement between two or more members of ChildFund Alliance in respect of preparing a Cross Alliance grant funding proposal. It is the responsibility of the Alliance DONOR LEAD to share the Teaming Agreement with all Alliance partners on the proposed proposal/project (i.e., PROJECT LEAD and PROJECT PARTNERS). It should be read and used in conjunction with the “Protocol for Multi-Member Collaboration in cross-Alliance Grant Acquisition and Management”. Please, delete this paragraph after drafting an actual Teaming Agreement.]

1. Nature and Extent of the Agreement: This Teaming Agreement, entered into and made effective on this ____ day of _____, 201__, by and between _____ (“DONOR LEAD”), _____, (“PROJECT LEAD”), and _____ (“PROJECT PARTNER”) [delete as appropriate] states the nature and extent of the agreement between the named ChildFund Alliance members for the development and submission of a grant funding proposal to _____ (insert Donor organization) for the implementation of [include the project title] in response to [name the specific call for proposals / request for assistance] (“Project”). This Agreement will remain in existence until the donor informs the DONOR LEAD of the outcome of its application. It shall not be used for any other purpose.

2. Roles of Parties to the Agreement: Roles and responsibilities of all Parties to the Agreement as outlined in the “Protocol for Multi-Member Collaboration in Cross Alliance Grant Acquisition and Management” and Annex 2 of the Protocol form part of and are governed by this Agreement.

3. Project Planning: The PROJECT LEAD agrees to carry out the necessary due diligence to ensure compliance with all legal and other requirements for NGOs implementing external Donor funded projects in the country/ies of operation.

4. Completion of Application: A timetable and process for preparation and completion of the grant application will be prepared by the DONOR LEAD and agreed with the PROJECT LEAD. The DONOR and PROJECT LEADS shall jointly prepare a proposal and budget which will form the basis of the application.

For application preparation, the PROJECT LEAD will provide technical support as required by the DONOR LEAD and agreed by the PROJECT LEAD for the preparation of the Proposal in accordance with the instructions in the subject [insert Call for Proposals/Request for Applications information] RFP], with final production and submission of the application to be the responsibility of the DONOR LEAD.

The DONOR and PROJECT LEADS shall have responsibility for the preparation and completion of the following sections/items of the grant funding proposals as outlined below:

[INSERT ITEMS OF THE APPLICATION THAT ARE THE DONOR LEAD’S RESPONSIBILITY and THE PROJECT LEAD’S RESPONSIBILITY]

The PROJECT LEAD agrees to adhere to the requirements for submissions, including deadlines, identified by the DONOR LEAD.

The PROJECT LEAD will consult directly with the PROJECT PARTNER to determine and agree their respective roles and level of engagement in the Project.

The final application will be agreed by all Parties to the Agreement prior to submission and each Party will be responsible to ensure that the application meets their own requirements.

The DONOR LEAD shall complete and submit the grant application to the donor, according to the specific guidelines and ensure that any other donor requirements for the grant application are met. DONOR LEAD agrees to manage the relationship with the donor throughout the process of grant acquisition and management through to completion of and closing out the contract.

6. Budget parameters: The following budget parameters are required by the donor and have been discussed and agreed on by the Alliance members signing this Teaming Agreement.

[Donor Lead inserts the budget parameters that are part of this agreement]

7. Cost Recovery: Each Party shall bear all expenses which it incurs in connection with the development of the grant application, and any negotiations which may follow, prior to signing of a contract with the donor. Unless otherwise agreed, neither Party shall have any right to reimbursement or compensation of any kind from the other in connection with this Teaming Agreement and the activities pursued under it prior to signing of (all) donor contracts relating to this Project.

8. Matching Funds: The Donor Lead and Project Lead(s) agree on the following allocation of any matching fund requirement.

[Insert what the Alliance members agreed on]

9. Indirect Cost Recovery: Unless otherwise agreed between the Parties, indirect cost recovery costs allowed by the donor will be divided according the following percentages [*insert the agreed upon percentage for each Alliance member*] between the DONOR and PROJECT LEADS.

10 Management of the Project: If the donor funds the proposal, the DONOR LEAD and PROJECT LEAD agree, in good faith, to negotiate a formal grant funding agreement that will describe the roles and responsibilities of the Alliance members in the implementation of the grant award. The DONOR LEAD agrees to inform the PROJECT LEAD of all donor requirements related to the implementation of a successful funding application. The PROJECT LEAD agrees to manage all stages of the Project fully and in accordance with the requirements of the Donor. Adequate resources will be included in the project's budget and the PROJECT LEAD agrees to make these available during the lifetime of the Project to ensure successful implementation.

11. Confidential Information. The Parties may exchange confidential information as is required for each to carry out its obligations under this Teaming Agreement. Information that is considered confidential must be clearly identified as such. Confidential Information will be used solely for the purposes of the application and shall not be disclosed to any third party.

12. Special Provisions: The Alliance members agree to the following roles, responsibilities or other activity that is not already described in the Protocol for Multi-Member Collaboration in Cross Alliance Grant Acquisition and Management.

[Insert special provisions that are associated with this Teaming Agreement]

13. Changes: No modification or amendment to this Teaming Agreement shall be binding upon the Parties unless made in writing and signed by a duly authorized representative of both Parties.

For DONOR LEAD:

Name:

Address:

Telephone:

For PROJECT LEAD:

Name:

Address:

Telephone:

For PROJECT PARTNER:

Name:

Address:

Telephone:

Annex 2 – Summary of Roles and Responsibilities

DONOR LEAD

<u>Roles</u>	<u>Responsibilities</u>
Manage the proposal preparation process	DONOR LEAD manages the preparation of the proposal and coordinates all the work of other Alliance members that are part of the proposal as either PROJECT LEAD or PROJECT PARTNER
Prepares the Teaming Agreement	DONOR LEAD prepares the Teaming Agreement prior to beginning work on the funding proposal with the PROJECT LEAD(s) and PROJECT PARTNER(s), if any
Budget Preparation	The DONOR LEAD informs the PROJECT LEAD(s) of any budget parameters/guidelines required by the donor prior to signing the Teaming Agreement
Submission of proposal to Donor	All parties to proposal have signed off on application
Maintain current information on Donor's requirements and share with PROJECT LEAD(s) with whom an agreement has been reached	PROJECT LEAD is provided with relevant Donor guidelines, policies and strategies, all donor's criteria and conditions are met
Signatory to Partnership and/or Grants Agreements with donor	Information on funding priorities, guidelines and deadlines is shared
All contact with Donor's headquarters; agreement on contact with Donor's local office (if applicable)	Applications and related information are submitted to Donor in a timely manner
Manage relationship with principal donor, and any other donors	Donor's project related or other queries are responded to
Liaison as required between Donor and PROJECT LEAD	Timely response to donor related queries from PROJECT LEAD
Review and respond to draft proposals and reports – narrative and financial/budgets – received from PROJECT LEAD	Timely response to project related queries from PROJECT LEAD
Provide agreed technical inputs	Project is adequately resourced and meets donor's technical standards
Sourcing match funding as required	Agreement is reached on provision of match funding before costs are incurred and negotiated between the DONOR LEAD and PROJECT LEAD(s) prior to beginning work on a funding proposal
Manage flow of funds from donor(s) to PROJECT LEAD	MoUs and contracts are in place; Funding flow matches implementation schedule
Manage changes to donor conditions and guidelines	Keeps the PROJECT LEAD informed of any changes to donor conditions and guidelines, or other issues that arise in relation to the project, during the implementation of the Project.

Submit all donor required Reports, financial and project related, to the donor	Monitors the project's progress in collaboration with the PROJECT LEAD(s) and ensures that the quality of Reports submitted to the donor is acceptable
Ensures all elements of project close-out are managed	Informs that PROJECT LEAD(s) of all donor requirements regarding close-out and monitors the process to ensure that it's completed successfully

PROJECT LEAD

<u>Roles</u>	<u>Responsibilities</u>
Project design, proposal preparation, implementation and management, including financial management	Grant must fit with, or be consistent with, the PROJECT LEAD's program approach; Planning, Implementation, Supervision of project activities; Donor's guidelines, criteria and conditions are understood and adhered to; Dedicated project bank account opened; Financial monitoring systems are in place to ensure full accountability of all project partners; Project is completed in accordance with all agreements; Evaluations and audits are carried out as required; All relevant information is available for local project team; Information and reports are submitted in a timely manner to DONOR LEAD ¹⁰
Promote best practice in project design and implementation	Projects are planned, implemented, monitored and evaluated according to best development practice; Learning from projects is recorded and shared
Project Planning Coordination	Project planning schedule agreed with DONOR LEAD
Development and review of project implementation plans	DONOR LEAD is aware of changes to implementation schedules and anything else that might affect successful completion of the approved project
Signatory to Agreement with host government	All host country government legal requirements for international NGOs implementing external Donor funded projects are met
Manage relationship with local project partners	Relationships with local partners are established, agreed and formalized; Disputes are resolved

¹⁰ Establishing a dedicated bank account to handle the Project funds is not a requirement and will be handled on a case by case basis between the DONOR LEAD and the PROJECT LEAD(s).

Media liaison	Media activities are coordinated; Publicity materials are provided in accordance with Donor's requirements (if any); Information on project is provided, cooperating in relevant media campaigns; In emergency response projects, HACU is provided with regular updates for ChildFund Alliance
Act as Lead in any Consortium that involves multiple ChildFund Alliance members	Overall responsibility for grant management; Roles for each member are clearly designated
Liaison with any other ChildFund Alliance members operational in country	Good cooperation and communication between Alliance members at national and/or local level
Maintain ChildFund Alliance Program and other relevant Standards in projects	Projects meet ChildFund standards and are consistent with own and DONOR LEAD's organizational strategy
Monitor Security situation in country	Security situation nationally and locally is monitored; DONOR LEAD is informed of any security risk to project; Plans to manage security related risks are agreed with DONOR LEAD and other project partners

ALLIANCE PROJECT PARTNER(s)

<u>Roles</u>	<u>Responsibilities</u>
Deliver their portion of the project proposal and project work plan as described in the Teaming Agreement and sub-grant agreement with their PROJECT LEAD	Coordinate all Project related (proposal and budget development and project implementation with the Project Lead(s).

Multi-Lateral DONOR LEAD

<u>Roles</u>	<u>Responsibilities</u>
Protect the reputation of ChildFund Alliance members with UN funding agencies and other multi-lateral donors.	Manages the relationship with the multi-lateral donor and keeps other Alliance members that operate programs in country of development, discussions, funding opportunities, etc. with the multi-lateral donor

ChildFund Alliance EU Office (EU Office) (see additional information in Annex 3)

<u>Roles</u>	<u>Responsibilities</u>

Represents the ChildFund Alliance with EU Funding bodies	All ChildFund Alliance members are notified of EU funding opportunities and the outcome of funding applications.
Help coordinate grant applications	Facilitate dialogue between members to clarify proposal submissions
Increase visibility of ChildFund and strengthen relations with the EU	Assist National Offices begin EU delegation visits
Grants acquisition opportunities	Ensure early identification and timely information about funding opportunities (both global and local)

Note as of 05 October 2017. The EU Office is in the process of revising the EU Office Protocol and plans to present its recommended revisions to the EU Office Steering Committee in October 2017 and then ask the Alliance Grants Support Committee (GSC) to review prior to introducing the revised version of the Protocol. Please, contact the EU Office Director if you have any questions regarding the current Protocol and/or the changes being recommended.

Annex 3 - Establishment of EU Office Protocol (December 2014 and Revised August 2016)

EULO recommendations on member cooperation for EU grants

Draft version: 18 August 2016

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Introduction:

This note presents a set of non-binding recommendations issued by EULO with a view to facilitate timely teaming up decisions on EU grant opportunities, and mutual understanding of the issues to be addressed when teaming up for EU Grants (Europeaid). Members always take the final decisions with regards to their EU Grants partnerships, and assess risks related to grant management on a case by case basis. The 2015 ChildFund Alliance “Protocol for Multi-Member Collaboration in Cross-Alliance Grant Acquisition and Management” takes precedence over “The “Annex 3 Establishment of EULO Protocol” agreed by EULO members as the basis for member cooperation on EU grants, as well as these recommendations. Building on EULO’s experiences since 2014, this document seeks to add more detailed guidance on EU grants cooperation between EULO members than is foreseen in the “Annex 3”. EULO is available to support and promote member cooperation reg. EU grants at all times.

1. Eligibility of the applicant organisation

The eligibility criteria for EU development cooperation have *in principle* opened up for applications from organisations established in OECD member countries as a result of the aid effectiveness agenda¹¹. This applies to projects implemented in Heavily Indebted Poor Countries (HIPC) and Least Developed Countries (LDC) as defined by the OECD¹². In practice however, EU Delegations have the right to limit Calls for proposals to organisations established in an EU country. There is a lack of consistency between the EU Delegations in this regard, and it is therefore difficult to predict the eligibility ahead of the publication of each Call for proposal. Opportunities through the budget line CSO-LA (Civil Society Organisations and Local Authorities) are often limited to NGOs established in the country of action and in the EU, whereas funding from EIDHR (European Instrument for Democracy and Human Rights) is almost always open to organisations established in any country.

A flexible and agile cooperation between EULO members is required to ensure the best chances for the eligibility scenarios:

a) Scenario 1: Eligibility limited to organisations established in the EU or locally:

In this scenario, the guidelines for the Call specify the requirement for the applicant and co-applicants to:

- *“be established¹³ in [country X], or in a Member State of the European Union and*
- *be directly responsible for the preparation and management of the action with the co-applicant(s) and affiliated entity(ies), not acting as an intermediary.”*

For projects implemented by ChildFund Australia, ChildFund International and CCF Canada (PROJECT LEADS), this equals the need for a European EULO member¹⁴ as Applicant (DONOR LEAD), typically with local organisations as Co-applicants. According to EC rules, ChildFund Australia, ChildFund International and CCF Canada are in this scenario eligible in the limited role of Associates¹⁵

In Scenario 1, collaborating members can opt to recognize the PROJECT LEAD as an associate. The upside is that the role of the DONOR LEAD and PROJECT LEAD are recognized in the proposal. The downside is that under this role the PROJECT LEAD has a limited ability to recover the costs incurred under the project.

Alternatively, the European DONOR LEAD can opt to present the project without referring to the non-European PROJECT LEAD in the application. Reference is instead made to the national office (NO) in the given country, i.e. “ChildFund country X”.

¹¹ PRAG Annex A2a: <http://aidpragp.ccc.ec.eu.int:1261/europeaid/prag/annexes.do?annexName=A2a&lang=en>

¹² HIPC: Bolivia, Cameroon, Republic of the Congo, Côte d’Ivoire, Ghana, Guyana, Honduras, Nicaragua LDC: Afghanistan, Angola, Bangladesh, Benin, Bhutan, Burkina Faso, Burundi, Cambodia, Central African Republic, Chad, Comoros, Democratic Republic of the Congo, Djibouti, Equatorial Guinea, Eritrea, Ethiopia, Gambia, Guinea, Guinea-Bissau, Haiti, Kiribati, Laos, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Myanmar, Nepal, Niger, Rwanda, Samoa, Sao Tome & Pri., Senegal, Sierra Leone, Solomon Islands, Somalia, Sudan, South Sudan, Tanzania, Timor-Leste, Togo, Tuvalu, Uganda, Vanuatu, Yemen, Zambia.

¹³ *“To be determined on the basis of the organisation’s statutes, which should demonstrate that it has been established by an instrument governed by the national law of the country concerned and that its head office is located in an eligible country. In this respect, any legal entity whose statutes have been established in another country cannot be considered an eligible local organisation, even if the statutes are registered locally or a ‘Memorandum of Understanding’ has been concluded.”*

¹⁴ or another EU-based organisation if no EULO member is available and/or meeting the proposal requirements

¹⁵ *“Associates play a real role in the action but may not receive funding from the grant, with the exception of per diem or travel costs.”*

Funds are channelled through the DONOR LEAD directly to the co-applicants, and the costs of the PROJECT LEAD NO are shown as direct costs of the DONOR LEAD.

The teaming agreement between the DONOR LEAD and the PROJECT LEAD or PROJECT PARTNER clarifies the roles of each party prior to the concept note development phase (see as well 2.b below). It is recommended to flow the funding through the DONOR LEAD directly to the local co-applicants, and a partnership agreement between the DONOR LEAD and the local co-applicants should be agreed to formalise this cooperation. De facto, the PROJECT LEAD's NO however remains in charge of the relationship with the local co-applicant.

It is necessary to find a model for the DONOR LEAD to have proof of direct costs¹⁶ while also enabling recovery of the PROJECT LEAD's NO's costs. In scenario 1, it is ideal for the DONOR LEAD to have "staff on loan" or similar arrangements in place between the PROJECT and the DONOR LEAD to show the DONOR LEAD's role in the implementation. Where possible the DONOR LEAD should employ staff. The possibility of adjusting staff contracts, salary slips and personnel files to include a clear reference to the DONOR LEAD for the duration of the project must be considered. Should the EU carry out an *ex post* verification of the action, it is important to be able to document these direct costs, since costs incurred by third parties (notably those incurred by the PROJECT LEAD's NO) might be deemed ineligible and would have to be reimbursed to the DONOR.

Costs, incl. financing and M&E, should be incurred at country-level. As per the general EU rules, **HQ staff** should be covered by the 7% indirect costs¹⁷. However, costs incurred by HQ staff may be charged as direct costs under, the following exceptional circumstances (formulated by the donor):

- *The costs relate to the achievement of the Action's operational results, and have been identified as an operational activity in the proposal;*
- *The costs cover the actual presence of HQ staff in the field (e.g. monitoring missions, needs assessments etc.). Actual days/months of mission in the field have to be demonstrated;*
- *The expenses are well justified in the framework of the Action and accepted by the EU*

There is a need to define best practices for outlining and justifying HQ staff costs in EU funding proposals, and to gather lessons learned on this.

The name of an Associate can only be included at a full proposal stage. Whether or not to include the PROJECT LEAD as associate will be agreed upon by DONOR LEAD and PROJECT LEAD at the teaming agreement stage. Potential DONOR LEADS that have a preference for naming the PROJECT LEAD as an Associate should make this preference known to EULO. Whether to include the PROJECT LEAD as associate will be a strategic decision in each individual case, and may depend on the names of the DONOR and PROJECT LEAD, precise staffing arrangements, history of each LEAD in the country etc.

→ EULO encourages members to cooperate in Scenario 1 situations and to address the challenges, and to identify and minimize the risks that might arise. It is recommended that the DONOR and PROJECT lead draw up a project-specific matrix of risks (financial, reputational etc.). EULO recommends the DONOR and the PROJECT LEADS to agree on handling the risk related to the eligibility of NO costs. It is recalled that NGO networks that are similar to EULO members have identical challenges with regards to eligibility, and have yet managed to build up important EuropeAid grant portfolios.

¹⁶ costs incurred in DONOR LEAD's name

¹⁷ Indirect costs consist of structural and support costs of an administrative, technical and logistical nature. The use of the indirect costs does is not presented during the proposal, but might be checked in a verification.

Example: In three recent applications involving EULO members, the European DONOR LEAD presented the project without referring to the non-European PROJECT LEAD in the application. Reference is instead made to the national office (NO) in the given country, i.e. "ChildFund country X". Funds are channelled through the DONOR LEAD directly to the co-applicants, and the costs of the PROJECT LEAD NO are shown as direct costs of the DONOR LEAD.

b) Scenario 2: Non-European members are eligible

In scenario 2, the guidelines for the Call might (as an example of wording) specify the requirement for the applicant and co-applicants to:

- *"be effectively established in a Member State of the European Union, [country X] or other eligible countries as stipulated in the basic act (DCI) and*
- *be directly responsible for the preparation and management of the action with the co-applicant(s) and affiliated entity(ies), not acting as an intermediary"*

For EU grant opportunities where ChildFund Australia, ChildFund International and CCF Canada are directly eligible to apply, EULO encourages cooperation with a European member where it has expressed interest. This can bring an added value in terms of expertise or experience, strengthen the capacity involved in the proposal development, help in the mobilisation of the co-financing requirements, and strengthen the cooperation between EULO members. And whereas the nationality of the applicant should not impact the EU's evaluation of proposals, it cannot be excluded that the donor positively regards the European nationality of an applicant/co-applicant.

In such teaming decisions, the advantages of having the European member as a LEAD Applicant and the non-European member as co-applicant (project partner) include an easier justification of European member role in the project in the case that it does not directly implement projects in the country. The advantages of having the non-European member as LEAD Applicant might include easy references to projects implemented by the member in question, easier management of local co-applicants etc.

Either way, the Co-Applicant for EU grants has a prominent role towards the EU, incurring costs and participating in the action in a similar way to the Applicant. A funding proposal to the EU does not specify which applicant incurs which costs; but the role and added value of each applicant is presented in the full proposal. The co-applicants' level of involvement and participation in the action represents 5 points in the full proposal evaluation, which can make the difference between acceptance and refusal. The decision on Applicant v. Co-applicant does not necessarily define the level of effort in the proposal development – the teaming discussions might conclude deciding that the co-applicant leads on proposal development.

Example: In two recent applications involving EULO members, the European member participated as co-applicant with the non-European member as DONOR LEAD. The experience of previous projects of the European member can be referred to in the concept note.

2. The details of the cooperation

a) Costs and ICR

As a general principle, EULO members teaming up for an EU grant opportunity would be expected to contribute to the proposal development and the co-financing (match) requirement¹⁸. Subject to the specific circumstances of each opportunity¹⁹, the sharing of proposal development costs²⁰, co-financing and indirect cost recovery (ICR) between the members involved should follow a proportionality approach. Any bilateral agreement on development costs, co-financing and ICR can however be agreed between members. In any agreement, EULO recommends to pro-rate development costs, co-financing and ICR.

b) Teaming agreement

EULO recommends that members conclude a teaming agreement²¹ on proposal development as quickly as possible, ideally within 7 days, after a decision has been taken in principle to co-operate. This allows a timely clarification of respective roles and responsibilities in the project as well as focus on the proposal development. The teaming agreement should address responsibilities in case of poor project implementation, as well as the reimbursement of any costs that risk being judged ineligible in verification.

c) Proposal development

EULO recommends agreeing jointly on a timeline for the proposal development and to identify, at an early stage, the proposal writer (individual or team) with key responsibility for the process. The timeline should consider the involvement of DONOR LEAD, PROJECT LEAD, PROJECT PARTNER both in NO/regional where applicable/HQ, local co-applicants and EULO. When a consultant is engaged to write the proposal, it is crucial for the members involved to retain quality control and full ownership of the process. Members involved in the proposal development should ensure staff availability and timely communication throughout the application process.

Involvement of EULO is recommended at the earliest possible stage as EULO can provide advice from similar proposal experiences in the past, as well as information from the institutions in Brussels. Sufficient time for EULO review and recommendations regarding the proposal should be foreseen.

Among the first steps in the development, especially in scenario 1, the PROJECT LEAD can prepare an outline and cost estimation of the NO staff required to implement and oversee the project. This can allow timely agreement with the DONOR LEAD on the possible risks in relation to eligible costs.

For both scenarios, the DONOR LEAD can identify the kind of resources or expertise that it will provide to the proposal development, for example a human rights based approach, gender perspective, advocacy work, nutrition, education, agriculture etc.

¹⁸ Co-financing is understood as a percentage of all expenses, typically 25% unless the applicant is locally established but can vary.

¹⁹ Capacity of the organisations involved the size of the grant etc.

²⁰ Whereas the ChildFund Alliance Protocol stipulates that funding proposals be prepared on a fully-absorbed cost basis, EULO suggests sharing the costs for EU proposal development which often involve consultants. When calculating the proposal development costs, the value of NOs' staff time and other costs should be included.

²¹ ChildFund Alliance members will use the standardized Teaming Agreement (Annex 1) with adjustments where necessary to meet EU and project requirements.

Before the final proposal is delivered to the donor before the given deadline the full proposal including technical and financial part as well as logical framework needs the approval of both parties. EULO advises to include ample of time in the agreed time schedule for this final exchange between PROJECT LEAD AND DONOR LEAD before the deadline.

d) Project implementation

If a project is approved by the EU, there is a need to consider the capacity of the NO and local co-applicants to implement the grant. The PROJECT LEAD is responsible for assessing the need for training and support required for successful project implementation. Resources for a start-up workshop, which could be inclusive of training on EU Rules and regulations, may have to be foreseen outside the project budget. It is strongly encouraged to include these costs in the project budget as they are necessary for strong implementation.

B. ECHO funding

The European Commission provides humanitarian funding through its Humanitarian aid and Civil Protection department, DG ECHO. In case a EULO member would acquire a Framework Partnership Agreement with ECHO, another EULO member can act as an implementing partner/sub. There are no eligibility restrictions for ECHO implementing partners²² in terms of nationality. The DONOR LEAD, i.e. the FPA partner, needs to include implementing partner in the Single Form (the proposal) according to the role it plays in the action.

²² http://dgecho-partners-helpdesk.eu/actions_implementation/implementation_partnes/start