



CHRISTIAN SOCIAL SERVICES COMMISSION (CSSC)

GRANTS AND CONTRACTS MANAGEMENT POLICY AND PROCEDURES

NOVEMBER, 2021

APPROVAL PAGE

This policy and procedures apply to Christian Social Services Commission Offices. It is the responsibility of all employees to follow the policies and procedures herein.

Approval by Executive Council Chairperson:

Approved Theresa Sloan (signature)

Date 30/03/2022

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1.0 PREAMBLE

This Grants and Contracts Policy and Procedures (hereinafter to be referred to as the "Policy and Procedures") has been established and approved by the Executive Council of the Christian Social Services Commission (hereinafter referred to as CSSC) in order to achieve its vision through designing programs and initiatives that facilitate social services with the main focus on education and health services provided by member churches. CSSC develop funding proposals as a means to secure financial assistance to execute program concepts. Successful proposals result in funding awards ("Grants and Contracts"). This policy is intended to guide CSSC in managing restricted grants and contracts throughout the programming cycle

The Executive Director of CSSC, in consultation with the Senior Management Team, has the responsibility for determining the need and content of the Policy and Procedures. All Heads of Departments have the responsibility for administering the Policy and Procedures in compliance with its content and in a consistent manner for the good of the Department and its employees. The Policy and Procedures are consistent with the CSSC Constitution and policies.

The Policy and Procedures applies to Headquarter and zonal offices. It applies to all activities that will result in restricted grants, contracts, restricted donations or contributions and commodity Grants and Contracts. CSSC staff involved in planning and funding proposals, reviewing and approving Grants and contracts, and implementing fund Grants and Contracts must follow this policy.

This Policy and Procedures will be reviewed after every Five (5) years. However, the Senior Management Team (SMT) may initiate amendments anytime if gaps identified have severe impact to the organization. The Senior Management Team (SMT) by make recommendations to the Executive Director for consideration. Any proposed amendments shall be forwarded to the Executive Council for review and approval. shall be informed in writing of any amendments to this Policy and Procedures in a timely manner.

2.0 ABBREVIATIONS AND ACRONYMS

CSSC	-	Christian Social Services Commission
ERP	-	Enterprise Resource Planning System
FBO	-	Faith Based Organization
HQ	-	Head Quarters
NGO	-	Non-Governmental Organization
SMT	-	Senior Management Team
PPP	-	Public Private Partnership
ZPF	-	Zonal Policy Forum

3.0 INTRODUCTION

3.1 Christian Social Services Commission

Christian Social Services Commission (CSSC) was established in 1992 as an ecumenical body for facilitating delivery of social services focusing on Education and Health.

3.2 Vision statement

A society in which all people have access to quality health and education.

3.3 Mission Statement

To strengthen the delivery of health and education services by Church institutions - through advocacy, capacity building, coordination and partnerships - inspired by the compassion and love of Christ.

3.4 Objectives

1. To contribute to the physical, mental, social, and spiritual development of Tanzanian people through facilitating the provision of quality social services to all people regardless of colour, race or creed, and;
2. To foster promotion, improvement and expansion of education, health and other social services all over Tanzania

3.5 Activities

With the above mentioned strategies, CSSC will perform the following activities:

- Advocate and lobby for policies to improve health and education services;
- Offer trainings for personnel of health and education institutions;
- Maintain networking among stakeholders in the education and health sector;
- Support public private partnerships (PPP) between the Government and private health and education services providers;
- Build, rehabilitate and equip church run health and education facilities; and
- Implement of various projects in health and education funded by International organization

3.6 Zones

To harness countrywide broad-based policy dialogue and input, in 2001 CSSC decentralized its set up by establishing policy dialogue forums in five zones as follows:

- Eastern Zone (Dar es Salaam, Coast, Tanga, Morogoro and Dodoma, Lindi, Mtwara and Zanzibar Islands)
- Lake Zone (Mwanza, Geita, Mara, Shinyanga, Simiyu and Kagera)
- Northern Zone (Kilimanjaro, Arusha and Manyara)
- Southern Zone (Iringa, Njombe, Mbeya, Ruvuma, Rukwa and Songwe)
- Western Zone (Singida, Katavi, Tabora and Kigoma)

The role of the Zonal office is to realize CSSC's decentralized structure and allow close support to CSSC's member institutions. It is implementing headquarters' efforts at Zonal level as follows:

- To coordinate between CSSC HQ and stakeholders (Diocesan Senior Leadership, Regional/Local Government and NGOs) on community social services (Education and Health);
- To advocate for the functionality of social institutions and cooperate with stakeholders on awareness regarding health and education service delivery to communities;
- To lobby for inclusion of FBOs in the Government supported Comprehensive Council plans;

- To advocate for Public Private Partnerships (PPPs) in the various available fora;
- To conduct a forum for church leaders (Ecumenism) to share experience, e.g. on addressing the sector Policy Reform on social services;
- To promote CSSC as an instrument of deliberating church's social services as related to social political changes and contribute to its sustainability;
- To advocate for equitable and affordable quality health and education services;
- To monitor the implementation of issues raised from the zonal policy forum (ZPF), CSSC HQ or other relevant partners; and
- To organize capacity building sessions to health and education service providers.

3.7 Definitions

- 1) **Award** is a financial relationship where CSSC is awarded project funds from a donor.
- 2) **Contract** for the purpose of financial assistance, a legal instrument by which a recipient or subrecipient purchases property or services needed to carry out the project or program under an award.
- 3) **Compliance** is the degree to which official requirements are fulfilled. In the case of CSSC Grants and Contracts, compliance refers to the requirements, among others of the development partners award and governing development partners' regulations, and the relevant CSSC standard procedures in program, reporting, finance and administration (including procurement).
- 4) **Eligibility** is a set of criteria that qualifies an individual, family, or agency to participate in a program. Eligibility criteria are usually unique to a program; some programs may not have eligibility criteria. Typically, eligibility criteria for individuals relate to income, household composition (e.g., children or older adults), specified risk factors, or diagnosed mental or physical impairments. Eligibility criteria for agencies typically relate to type of agency and primary mission. The objective of monitoring eligibility is to provide reasonable assurance that only eligible individuals and organizations receive program assistance, that sub-Grants and Contracts are made only to eligible sub-recipients, and that amounts provided to or on behalf of eligible individuals, families or agencies were calculated in accordance with program requirements.
- 5) **Grant Grants and Contracts** means a legal instrument of financial assistance between an awarding agency or pass-through entity and an entity.
- 6) **Indirect Costs** are those costs incurred at the HQ to provide programmatic oversight and general management services that cannot be directly identified with a single grant or contract.
- 7) **Matching** is also known as cost sharing, requires the CSSC to provide contributions of a specific amount or percentage to match donor funds. Matching may be in the form of allowable cost incurred or in-kind contributions (including third-party in-kind contributions). It is most common to determine the match as a percentage, that is to say for every \$1 spent, the sub-recipient must spend x% of matching funds. To be accepted and allowable, all matching contributions must be:
 - Verifiable in the CSSC records.
 - Incurred or earned during the period of the award.
 - Not used to meet matching requirements of any other program funded by the same donor unless specifically allowed.
 - Necessary and reasonable for proper and efficient accomplishment of the

program.

- 8) **Shared Program Cost** are support services costs that are necessary to implement a grant or contract and are cost-effective when purchased jointly and shared fairly by all grants or contracts rather than individually by each grant or contract. These costs include personnel costs of the support staff and the costs of office space and related utilities and other reasonable operating costs associated with these support services.
- 9) **Prime or Prime Recipient** is an entity that receives the award directly from the donor.
- 10) **Subgrant and Contracts** is written Grants and Contracts between a grant recipient and another party (other than another entity) and any lower tier Grants and Contracts to complete the project. The sub- Grants and Contracts documents outline all terms and conditions between CSSC and the sub-recipient. CSSC may not issue a sub-Grants and Contracts to an individual. Individuals may be hired as temporary employees or consultants, depending on anticipated roles and HR practices.

4.0 POLICY STATEMENT

The policy outlines the following requirements of management during the award life cycle:

- a) **Pre-Award:**
 - Review and approval for determining when and if to go forward with a funding proposal opportunity (i.e. "Go/No Go" decision making).
 - Funding proposal review, approval and submission.
- b) **Award Negotiations, Approval and Setup:** Grants and Contracts review and approval including financial processes and requirements related to the Grants and Contracts.
- c) **Award Implementation and Monitoring:** including reporting, and processing modifications and amendments.
- d) **Award close out**
- e) **Supporting documentation and checklists for each stage of review and approval**

4.1 Pre-Award

- **Go/No Go Decision**

Prior to initiating a proposal development activity, the decision by CSSC to go forward with a funding opportunity must be documented with a Go/No Go Approval Form and approved (see Appendix D, Authorization Table).

The initial Go/No Go decision may need to be revisited depending on various factors such as the availability of additional information during the proposal development and bidding process, changes in the contracting mechanism, cost share or match requirements, partner selection, among others. Appropriate approval, as outlined in the policy details, must be received before proceeding with the proposal submission to the donor.

- **Proposal/Budget Submission**

The final proposal and budget submission to the donor must be approved per the thresholds and conditions in Appendix D.

4.2 Award Negotiations, Approval and Setup

The department implementing the Grants and Contracts is required to complete a

Grants and Contracts Review & Approval Checklist (see Toolkit Appendix C) and seek necessary approvals from the Executive Director.

Grants and Contracts must not be signed until approvals have been obtained, and project activities should not commence until Grants and Contracts are signed.

4.3 Award Implementation and Monitoring

CSSC is required to implement the program activities of all aspects of the Grants and Contracts which includes monitoring of those program activities, financial expenditures and compliance with the terms and conditions for the funding Grants and Contracts and CSSC policies through closeout.

4.4 Award Close-out

At the end of the Grants and Contracts, a closeout process must be completed in accordance with CSSC and Donor requirements (see Toolkit Appendix C).

5.0 POLICY DETAILS

The proposal development adheres to the strategic, programmatic and geographic focus set with CSSC. The proposal development process involves the phases described below:

1. Long-Term Positioning as part of efforts to position CSSC as a preferred partner for upcoming opportunities
2. Opportunity Identification, the Director/Zonal Manager works with the technical units to scope individual opportunities. The Director/ Zonal Managers facilitates the Go/ No Go process including preparing for and facilitating discussions and ensuring Go No Go and budgets are completed.
3. Once a "Go" decision is made, the Director/Zonal Managers identifies the program and support staff – together these form the Proposal Management Team.
4. Upon release of the bid, the Director/ Zonal Managers will work to quickly mobilize the team. Proposal Management ends with award decision and after completion of the After Action Review.
5. Post-Submission.

5.1 Donor Grants and Contracts

5.1.1 Go/No Go Decisions

The Go/No Go Approval Form documents management's assessment of the strategic relevance of the funding opportunity in relation to the CSSC strategy including the values, capacity to prepare a winning proposal, capacity to implement the funding initiative in accordance with donor requirements, and identifies key financial elements including cost share/match, technical assistance costs and indirect costs to be included in the proposal and program design. The Go/No Go Approval Form requires the approval of the Executive Director.

5.1.2 Proposal review and approval

CSSC Program Departments/Zonal offices are generally responsible for the preparation and submitting funding proposals to Donors with the approval of the Executive Director.

Once approval has been given under the Go/No Go decision making process, with the exception of those areas specifically noted below, additional approval of the technical and cost proposal itself is not required. However, Executive Director must approve cost proposals that require exceptions to the following standard budgeting guidelines and cost elements.

1. **Match/Cost share:** Executive Director must approve all cost proposals which commit CSSC to cost share or match requirements prior to proposal submission,

when those resources are expected to be financed by CSSC.

2. **Shared Program Cost:** Donor cost proposals and budgets must include a fair share allocation of the Shared Program Costs. Executive Director must approve exceptions to a fair share budget for Shared Program Costs.
3. **Indirect Costs:** All cost proposals and budgets must include a provision for indirect cost.

A Cost Share and Budget Exceptions Checklist is included in the Grants and Contracts toolkit, (Appendix C) to help guide the budget review process and document approvals of exceptions to these standard budget cost elements. Potential exceptions must be discussed early in the program development process as possible to ensure that additional budget approvals are secured prior to proposal submission.

5.1.3 Award Negotiation and Approval

The Grants and Contracts Review & Approval Checklist (See Toolkit Appendix C) provides a tool for reviewing donor Grants and Contracts terms and conditions, understanding the compliance and financial requirements and defining expectations and obligations of the Grants and Contracts. This Checklist is to be used to document the review, authorization and approval to enter into a funding Grants and Contracts with a donor, prime recipient, prime contractor/client and may be used during the proposal development process to guide proposal development.

The signed Grants and Contracts Review & Approval Checklist authorizing signature of a Grants and Contracts is the required documentation to request a Fund Code and to set up an award and related projects in ERP System for all awards. Email approvals must be attached to the Checklist. Electronic signature approvals are acceptable.

In some cases, a pre-award authorization letter may be given by a donor to CSSC to authorize a level of startup spending pending finalization of a funding Grants and Contracts. A pre authorization letter for incurring costs in anticipation of a signed Grants and Contracts may be approved by the Executive Director up to a pre- authorization value of Tshs 30,000,000 for a period of not more than 3 months.

5.1.4 Award Set-up: Financial Management of Funding Grants and Contracts

In order to spend against a fund Grants and Contracts, an Award and Project ID Setup Form(s) - in the Grants and Contracts Toolkit Appendix C - are to be submitted to Finance and Accounting unit with supporting documentation including a copy of the signed Grants and Contracts, budget and the signed Grants and Contracts Review & Approval Checklist included in Appendix C.

5.1.5 Grants and Contracts Implementation, Modifications, Monitoring and Reporting

During the period of implementation there may be modifications to the original Grants and Contracts. The approval requirements contained in this policy for initial Grants and Contracts review prior to signature apply to any later modification. Such changes may include program scope, budget, timeframe, cost share provisions or other terms and conditions. Modifications that result in changes to the initial Award Setup in ERP System need to be updated by submitting an Award Setup Form marked modification along with the supporting modified Grants and Contracts documentation.

5.1.6 Grants and Contracts Close Out

Grants and Contracts close out procedures must be implemented. Close out procedures include close out of sub awards, completion of final program and financial reports, managing disposition of assets, audits and other donor required close out activities. A close out work plan should be developed ideally during an early stage of

implementation. A sample Grants and Contracts Close-out Checklist is included in the Grants and Contracts Toolkit (Appendix C)

5.2 Donor Contracts and Sub-contracts

5.2.1 Go/ No Go Decision

Because of the uniqueness and compliance requirements associated with contracts, Go/No Go decisions for contracts or sub-contracts need to be reviewed by Senior Management Team and approved by the Executive Director.

5.2.2 Proposal Review and Approval

Due to the higher compliance risk and the nature of donor requirements for implementation of contracts and sub-contracts, all proposals and budgets for contracts or sub-contracts must be reviewed by Senior Management Team prior to submitting to the Client or Prime Contractor.

5.2.3 Award Negotiations and Approval

The Unit Program Director/Zonal Manager is responsible for keeping the Executive Director informed of contracting/sub- contracting opportunities throughout the proposal development process to ensure successful contract negotiation with the Client and to help mitigate the additional compliance risks that contract/sub contract implementation entails.

When CSSC wins a new contract/sub-contract, it must be reviewed in its entirety by Senior Management Team prior to signature by the Executive Director. The Unit Program Director/Zonal Manager will serve as the point of contact with the Client or the Prime Contractor for all communications, negotiations, and final submission of the new Grants and Contracts.

5.2.4 Award Set-up: Financial Management of Funding Grants and Contracts

In order to spend against a fund Grants and Contracts, an Award and Project ID Setup Form(s) - in the Grants and Contracts Toolkit Appendix C - are to be submitted to Finance and Accounting unit with supporting documentation including a copy of the signed Grants and Contracts, budget and the signed Grants and Contracts Review & Approval Checklist included in Appendix C.

5.2.5 Contract Implementation, Modifications, Monitoring and Reporting

During the period of implementation there may be modifications to the original Contract or sub-contract. The approval requirements contained in this policy for initial Contract or sub-contract review prior to signature apply to any later modification. Such changes may include program scope, budget, timeframe, cost share provisions or other terms and conditions. Modifications that result in changes to the initial Award Setup in ERP System need to be updated by submitting an Award Setup Form marked modification along with the supporting modified Contract or sub-contract documentation.

5.2.6 Contract or sub-contract Close Out

Contract or sub-contract close out procedures must be implemented. Close out procedures include close out of Sub-contract, completion of final program and financial reports, managing disposition of assets, audits and other donor required close out activities. A close out work plan should be developed ideally during an early stage of implementation. A sample Grants and Contracts Close-out Checklist is included in the Grants and Contracts Toolkit (Appendix C)

6.0 REFERENCES AND ASSOCIATED POLICIES

- Appendix A – Key Roles and Responsibilities
- Appendix B – Award Life Cycle
- Appendix C – Selected Key Tools and Documents included in Grants and Contracts Toolkit
- Appendix D – Authorization Table

7.0 USEFUL GUIDELINES:

To improve opportunities for successful proposals, CSSC should try to plan proposal development activities in advance to every extent possible. The following are among the many benefits of advance planning:

- Increased time to conduct research and analysis around project ideas
- Improved decision making/strategic planning around project concepts
- Improved quality of project interventions and developing sound implementation methodology
- Increased time to identify and recruit program development and writing staff, proposed personnel and technical staff inputs
- Up-front discussions of any particular donor issues or requirements and their implications for program execution.
- Sound selection and due diligence of partners and sub-recipients
- Better cost proposals

8.0 APPENDIX A: KEY ROLES AND RESPONSIBILITIES

Program Line Management (Directors/Zonal Managers) - responsible for implementation of the Grants and Contracts

- Prepare funding Go/No-Go Checklist and initiate and ensure dialogue with Executive Director to seek approval when required, and to resolve potential issues and exceptions early in the proposal development process and throughout the implementation of the funding Grants and Contracts during the life cycle of the program.
- Prepare funding proposal application with support from Proposal Development Team.
- Ensure there are resources for proposal development, cost share and other agreed items.
- Prepare a sound plan for match/cost share funds/cost recovery and other budget items. Use the Cost Share/Match Approval Form and Guidance.
- Prepare and review Technical and Cost proposal and review budgets
- Prepare pre-award teaming Grants and Contracts with partners and potential sub-recipients when selected at proposal stage.
- Prepare sub recipient selection criteria, due diligence and other sub Grants and Contracts selection documentation (Refer to Sub-Grants and Contracts Management Policy when sub recipients are identified at proposal stage.
- Submit proposal if donor requires local submission.
- Review the Grants and Contracts/contract and prepare the Grants and Contracts Review Checklist prior to signing the Grants and Contracts.
- Negotiate Grants and Contracts/contract with Donor/Prime Recipient in consultation with Executive Director based on thresholds and criteria in Appendix D.
- Notify program line management of proposal application approval.
- Implement the terms and conditions of the Grants and Contracts and monitor performance and compliance with the Grants and Contracts.

Finance and Accounting Department

- Review Grants and Contracts and key Grants and Contracts terms and conditions as documented in the Grants and Contracts Review & Approval Checklist
- Enter donor information in financial system
- Perform Donor and Sub-Recipient Bridger Check
- Complete and upload Grants and Contracts Review & Approval Checklist.
- Create award and issue fund codes in financial system
- Prepare Award & Project ID Setup Form, and the Donor Approved Budget Upload Form.
- Set up budgets, Project IDs and other financial system data requirements
- Enter sub-Grants and Contracts data and update award and project information in financial system
- Execute financial transactions related to donor Grants and Contracts
- Provide financial management of the Grants and Contracts
- Produce donor financial reporting template, prepare selected reports and invoices
- Maintain database of critical Donor requirements and monitors compliance
- Enter/Upload award modifications information in financial system
- Enter/Upload close-out information in financial system
- Provides compliance monitoring, oversight and reporting during implementation phase and escalates issues to program line management
- Provide technical support, advice and capacity building on donor rules and regulations and coordinate capacity support to Partners and subrecipients.
- Support program line management with audit preparations and follow up on audits.

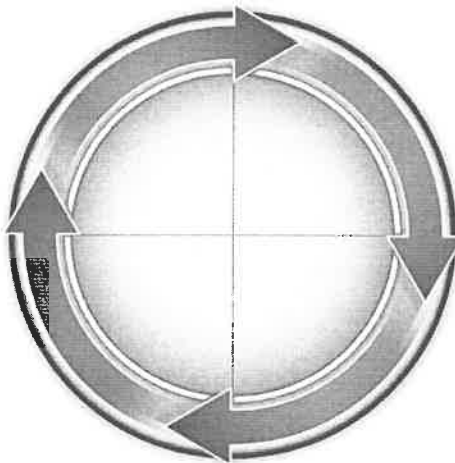
Executive Director

- Provide guidance on advance intelligence on funding opportunities and provide input Action Plan and Go/No-Go Decision.
- Review and approve Go/No-Go Decisions to ensure funding opportunity is in line with strategic priorities
- Provide input/support as needed during proposal development.
- Approve match/cost share funding plan and budget exceptions at the proposal stage.
- Approve the Grants and Contracts Review & Approval Checklist prior to signing the Grants and Contracts.
- Sign Grants and Contracts or Contract with authorization based on thresholds and criteria in Appendix D, and approval of Grants and Contracts Review & Approval Checklist.
- Approve modifications and amendments which significantly alter funding commitments and program scope based on thresholds (see Appendix D).
- Monitor overall Grants and Contracts execution, compliance and performance, program quality

9.0 APPENDIX B: AWARD LIFE CYCLE

2. Start-up

- Agreement review, negotiation and approval
- Startup workshops and management roles
- Orientation to agreement and donor rules and regs
- Design sub capacity and monitoring plan



3. Agreement implementation

- Finalize Program and financial Monitoring plans
- Desk reviews
- Program and Financial Reports
- Modifications
- Mid-term evaluations and audit
- Site visits
- Corrective actions

4. Close out

- Lessons learned
- Final Reports
- Final audits and evaluations

10.0 APPENDIX C: SELECTED KEY TOOLS AND DOCUMENTS INCLUDED IN GRANTS AND CONTRACTS TOOL KIT

Tool 1. Go/No Go Analysis Checklist Form - used to document key decisions regarding the preparation of a funding proposal.

Tool 2 Go/No Go Analysis Checklist Decision Guide- key questions to consider in making a go/no go decision regarding the preparation of a funding proposal.

Tool 3. Cost Share/Match Approval Form & Guidance- used to review and approval Cost Share amount and plan for proposal budgets.

Tool 4. Grants and Contracts Review & Approval Checklist -used to review Grants and Contracts prior to signing or to authorize signatories.

Tool 5. Award Close-out Checklist

Tool 6. Sample Award Files Structure- for policy compliance documentation

Tool 7. Budget Preparation Guidelines- used to ensure completeness of the proposal budgets.

Tool 8. Proposal and Budget Quality Review Checklist- used to review completeness of proposal and budget submission.

11.0 APPENDIX D: AUTHORIZATION TABLE

Grants and Contracts Management Policy

Document	Review	Approve	Consult or Inform
Go/No Go Decision	- Director/Zonal Manager - All the contracts and sub-contracts - Directors, all heads of units and Zonal Managers	Executive Director	Directors, heads of units and Zonal Managers
Proposal and Budget submission without Budget Exceptions	- Director/Zonal Manager and Chief Accountant for the Grant < Tshs 200 million or 200 million - Director/Zonal Managers and all heads of units/Departments for Grant > Tshs 200 million - All the contracts and sub-contracts - Director/Zonal Manager and all heads of units /Departments	Executive Director	Other Directors, heads of units and zonal managers
Proposal/Budget submission Budget Exceptions (Cost share/ Match)	- Director and all heads of units and Departments for Match/Cost share in the Grant is < Tshs 20 million - Director/Zonal Manager and Senior Management Team for Match/Cost share in the Grant is > Tshs 20 million - All the contracts and sub-contracts - Director/Zonal Manager and Senior Management Team	Executive Director	Other Directors/ Zonal Manager, heads of units
Pre-authorization Letter	Director/Zonal Manager	Executive Director	Other Directors/ Zonal Manager, heads of units
Grant Grants and Contracts/Contract/ Sub-contracts	- Director/Zonal manager and Chief Accountant for the Grant < Tshs 200 million or > Tshs 200 million - Director/Zonal Manager and all heads of units and Departments for the Grant > Tshs 200 million - All the contracts and sub-contracts - Director/Zonal Manager and all heads of units and Departments	Executive Director	Other Directors/ Zonal Manager, heads of units
Grant Grants and Contracts/Contract/ Sub-contracts Modifications	- Director/Zonal Manager and Chief Accountant for the Grant < Tshs 200 million or > Tshs 200 million - Director/ Zonal Manager and all heads of units and Departments for the Grant > Tshs 200 million - All the contracts and sub-contracts - Director Zonal Manager and all heads of units and Departments	Executive Director	Other Directors/ Zonal Manager, heads of units and zonal managers/ Zonal Manager
Close-out letters, Final Reports and certificates as required by donor	Director/Zonal Manager and Chief Accountant	Executive Director	Other Program Directors / Zonal Manager and heads of units

CHRISTIAN SOCIAL SERVICES COMMISSION GO / NO GO ANALYSIS CHECKLIST FORM

Select Date

What Pre-Award stage are you in? Choose an item.

FUNDING OPPORTUNITY BASIC INFORMATION – please fill all boxes			
Development Partner Funding Opportunity Number (if available) and Name	Click here to enter text.	CSSC Program Strategy Category	Click here to enter text.
Development Partner Name	Click here to enter text.	Bid Coordinator/ Development Partner Relationship Manager	Click here to enter text.
Estimated CSSC Budget (include Currency)	Click here to enter text.	Point of Contact	Click here to enter text.
Technical Department Involved	Click here to enter text.	Match Required? Match Amount: Match Approved?	Click here to enter text. Click here to enter text.
Project Location Zone and Region	Click here to enter text.	Funding Mechanism/Instrument (if Contract, fill out the contract section below)	Click here to enter text.
Current project if follow on, or Not Applicable	Click here to enter text.	Is CSSC a Prime or Sub	Click here to enter text.
CSSC Program Strategy Impact Indicator (mandatory)	Click here to enter text.	Partner (Prime) Name if CSSC is a Sub	Click here to enter text.

Responses to sections 1-4 (5 if applicable) are required for an initial Go/No Go decision. (Inserting date the discussion took place is optional)			
DISCUSSION ANALYSIS CHECKLIST	Initial Go/No Go Discussion (Inserting date the discussion took place is optional)	Enter a "X" if your "Initial" Go/No Go Analysis must be updated	Follow-up Go/No Go Discussion (when necessary)
1. Pre-positioning/Partnership/Competition: Likelihood of Success			
a) If applicable, what Development Partner relationship issues or Development Partner regulations could negatively impact our ability to win the award and/or implement the project?			
b) Is there a need to complete due diligence for the Development Partner and/or partners ? When will this be completed?			
c) What partnerships do you have in place for this opportunity? Do we need to form new partnerships?			
d) During the due diligence review of these partners what potential risks were identified that could impact our ability to win the award and/or implement the project?			
e) If this is a competitive bid, what is the assessment of the competitive landscape? What is CSSC's competitive advantage?			
f) If applicable, do we have candidates for key personnel ? Do we have time to recruit?			
2. Proposal Development Capacity: Level of Effort to Win - to produce a high quality proposal in the allotted timeframe			
a) What is the CSSC's capacity to prepare a quality proposal/budget by the deadline ? If insufficient, how will this be addressed to ensure a high quality proposal (including M&E framework) and budget product?			

3. Financial Impact: A successful bid will have a positive impact on financial health of the country office/business unit							
a) If the CSSC's fair share of Indirect Cost cannot be covered by the Development Partner, how will this be addressed?							
b) Does the payment mechanism require CSSC to upfront funds and is it acceptable to CSSC? Example: payment by results, cost reimbursement basis, etc.							
4. Security							
a) What is the security level in the project location? What is the confidence of the risk mitigation measures in place?							
b) What are the legal risks/restrictions? What are the risk mitigation measures in place?							
c) Will this program require a higher level of oversight for safety and security or a technical level of support to manage risks?							
5. (If applicable) Complete only for Contracts, Sub-contracts, Payment by Result Funding Opportunities							
a) Does the CSSC have the level of expertise required from a compliance perspective to meet all the contract requirements per Development Partner regulations?							
b) Is a management fee allowed and can it be negotiated within CSSC's minimum requirements?							
<table border="1"> <tr> <td rowspan="2">DISCUSSION ANALYSIS CHECKLIST</td> <td colspan="2">Complete #6, and if applicable question #7 during follow-up Go/No Go Discussion, if information below was not available at the time of the Initial Go/No Go discussion. <i>(Inserting date the discussion took place is optional)</i></td> </tr> <tr> <td>Initial Go/No Go Discussion</td> <td>Follow-up Go/No Go Discussion (when necessary)</td> </tr> </table>			DISCUSSION ANALYSIS CHECKLIST	Complete #6, and if applicable question #7 during follow-up Go/No Go Discussion, if information below was not available at the time of the Initial Go/No Go discussion. <i>(Inserting date the discussion took place is optional)</i>		Initial Go/No Go Discussion	Follow-up Go/No Go Discussion (when necessary)
DISCUSSION ANALYSIS CHECKLIST	Complete #6, and if applicable question #7 during follow-up Go/No Go Discussion, if information below was not available at the time of the Initial Go/No Go discussion. <i>(Inserting date the discussion took place is optional)</i>						
	Initial Go/No Go Discussion	Follow-up Go/No Go Discussion (when necessary)					
6. Project Implementation Capacity: Management Complexity and Implementation - Capacities and systems are in place or could be easily mobilized for quality implementation and oversight							
a) If successful, does the CSSC foresee any capacity gaps for project implementation given the level of complexity of the award and/or operating context?							

b) If successful does the CSSC foresee any capacity gaps for project start-up phase?		
c) What costs will need to be included in the budget to ensure adequate capacity to meet Development Partner compliance and reporting requirements (e.g. robust sub-recipient management, grant management of the contract or grant, etc.)? If CSSC Senior Management engagement is high, can the budget accommodate these costs (e.g. technical support, grant management)?		
d) Can sufficient M&E resources be included in the budget? If not, how will these be covered?		

7. (If applicable) Complete for only Contracts, Sub-contracts, Payment by Results		
a) What is the CSSC level of awareness of the administrative requirements of managing a contract/subcontract (e.g. personnel approval requirements, budget approval requirements, invoicing and supporting documentation, reporting, timesheets, etc.)?		
b) Does the Development Partner require that salaries and allowances are aligned with their own? If CSSC salaries exceed these salary thresholds, does the CSSC have adequate unrestricted to cover the gap?		

ESTIMATED AMOUNT OF PROPOSAL DEVELOPMENT COSTS

Funding Committed by (source A):	Click here to enter text.	Funding amount committed:	Click here to enter text.
Funding Committed by (source B, if applicable):	Click here to enter text.	Funding amount committed:	Click here to enter text.

GO/NO GO DECISION

Click here to select Go or No Go

- 1) A copy of the approved Go/No Go Checklist should be filed with Agreement files.
- 2) If the decision is "Go", does this need to be updated prior to proposal/budget submission due to risks or issues that were discussed and documented above during the initial "Go" discussion? **Click here to select Yes or No**

THE GO AUTHORIZATION MUST BE REVISITED IF THE FOLLOWING ISSUES ARISE:

- Technical scope changes or new Development Partner requirements surface that risk CSSC cannot prepare a quality proposal/budget, or implement the project.
- Security situation changes elevating risk.
- Budget cannot fully recover fair indirect cost; Executive Director approval must be secured.
- Final Cost Share/Match plan (amount and source) must still be provided and approved.
- Quality of the proposal and budget are sub-standard, and there may not be sufficient time to address.

All funding opportunities must be Reviewed and approved according to the Authorization Table (Appendix D of the Grant & Contract Policy:

Reviewed by:

Name & Signature		Date
Name & Signature		Date
Name & Signature		Date
Name & Signature		Date
Name & Signature		Date
Name & Signature		Date

Approved by

Executive Director		Date
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**Go/No Go Decision Guide-Key questions to consider in making a
Go/No go decision regarding preparation of a funding proposal**

Section A- Grants and cooperative Agreements

Section B- US government Contracts and Sub contracts

Section A- Guide Questions for Grants and Cooperative Agreements

Instructions: *This tool is intended to guide decision-making by CSSC during the Go/No Go process and serve as an approval form if certain conditions apply. The CSSC SMT should CSSCfully consider each category and provide an honest assessment. The Executive Director should CSSCfully consider the assessment before providing Go/No Go approval.*

When using the tool, please keep in mind the following points:

- *The questions are meant to guide the analysis for each section. Not all questions provided for your consideration can be answered at the beginning of the process. Some may not be applicable. The Go/No Go decision can be revisited by all parties as answers to these questions become available and the situation evolves.*
- *This guide should not be used only as a form. Rather, it should be used as a management tool to help the CSSC make appropriate decisions and mitigate risk.*
- *There may be important considerations not listed in these generic questions.*

I. Strategic Importance: This proposal fits with the CSSC strategic program priorities. Proposed activities can be taken to scale, experiences can be leveraged, strategic relationships can be built and/or a learning agenda can be incorporated.

Questions for considering strategic fit:

1. Is this in line with strategic priorities?
2. Is there scope for learning and adaptation?
3. Are there opportunities for scale up and leverage?

Strategic Relationships:

1. What are strategic risks or implications for CSSC if the relationship does not work out?
2. What are the strategic benefits of this prime/sub relationship?

Strategic importance rating: High/Medium/Low _____

II. Financial Impact of the bid: A successful bid will have a positive impact on financial health of the CSSC. CSSC will appropriately assess any potential risks and implement appropriate management strategies to mitigate risk

Questions for considering the financial impact of this bid:

1. Is the amount budgeted by the Development Partner adequate to achieve the objectives of the RFA?
2. Is the budget allocated to CSSC adequate to achieve our scope of work?
3. Is budget adequate for full cost recovery of projected level of effort including indirect costs?
4. Is financial benefit commensurate with the level of effort/management complexity?
5. Would the size of the bid require a significant scaling up of CSSC operations?
6. Is there a cost share requirement and how will it be met?
7. What are the cost share risks to CSSC?

8. Will partners be able to bring cost share or leverage?
9. If CSSC is subbing to another organization, does the organization have the administrative capacity and experience to manage the funds and disburse funds to CSSC as a subgrantee in a timely manner?
10. If CSSC is subbing to a local organization, has CSSC conducted necessary due diligence regarding the financial health of the organization? Have we reviewed their financial statements?

Financial impact rating: Positive/Neutral/Negative _____

III. Likelihood of Win: The Development Partner sees CSSC as competitive in terms of our reputation and past performance. There is no evidence that this bid is oriented to another type of organization (i.e. a partner or for profit contractor)

Questions for considering the likelihood of winning the bid:

1. Is there an incumbent with a good track record of implementation and/or has an excellent reputation in-country with the Development Partner?
2. Does it appear that the scope is written with a certain organization in mind?
3. Does the time frame for proposal development give certain organizations an advantage?
4. Does the call for proposals suggest who will have the advantage based on the specific funding mechanism?
5. How might the rhetoric of Development Partners' impact this bid? (e.g. focusing on local partners instead of international contractors, NGOs, etc.)
6. How many potential bidders are there?
7. Do we have the potential to form a consortium with known or preferred actors?
8. How do our strengths/weaknesses compare with others in terms of the proposed scope of work?
9. How does the Development Partner view CSSC in general?
10. How does the Development Partner view CSSC's past work as related to the bid?
11. If CSSC is subbing to another organization, how does the Development Partner view our prime?
12. Does CSSC have appropriate staff to propose? If not, are we able to recruit for key personnel who will be attractive candidates to the Development Partner?
13. Will CSSC's costs be competitive?
14. If CSSC is subbing to another organization, does the local organization have a positive track record in implementing similar-sized grants?

Likelihood of a win rating: High/Medium/Low _____

IV. Level of Effort to Win: CSSC can produce a high quality proposal in the allotted timeframe. CSSC has been preparing for this proposal in advance of the solicitation being released.

Questions for considering the level of effort required:

1. Does CSSC have capacity to prepare high quality technical and cost proposal within the expected timeframe?
2. Did the CSSC have advanced knowledge of this opportunity and take appropriate action prior to the solicitation's release?
3. Have the necessary external consultants been identified (technical assistance or proposal writer)? Are they available?

4. Is there adequate time for recruiting key staff?
5. Do we already have the right partnerships in place?
6. What resources are required (financial, human, etc.) to prepare a competitive proposal?
7. If we are subbing to a local prime, will we need to take on much of the coordination work of the proposal process and do they have the necessary documentation (i.e. DUNS number)? Does the prime seem prepared and able to handle the process? What will CSSC's role be in the process and is it worth investing our time and resources?

Level of effort to win rating : High/Medium/Low _____

V. Feasibility and Appropriateness of the Technical Approach: CSSC has the capacity to successfully implement the scope of work. The scope of work adheres to CSSC's program principles and meets both internal and external standards of technical excellence.

1. Is CSSC's scope of work feasible?
2. Are we committed and comfortable in implementing the scope of work in the local political environment?
3. Are we comfortable with the selected partners and their respective roles?
4. Can we deliver the results on time and at level of quality that is acceptable to the prime and/or Development Partner?
5. Are startup timetables feasible?
6. Do we have M&E systems in place to meet information requirements of the proposed scope of work?
7. Is the proposed scope of work in line with CSSC's Mission, Vision and Program Principles?
8. Does the proposed scope of work meet internally and externally recognize standards of technical excellence?
9. Do we have demonstrated track record in this location and with this impact population?

Feasibility and appropriateness of the technical approach rating:
Strong/Neutral/Weak: _____

VI. Management Complexity and Implementation: Capacities and systems are in place or could be easily mobilized for quality implementation and oversight.

Location and Access:

1. What is degree of difficulty to access this area/populations and do we have existing systems in place to ensure access?
2. Are there any additional security considerations for this proposal?

Partnerships and Sub granting:

1. What is the degree of management complexity of the strategy?
2. If CSSC is not the prime, does CSSC have a positive track record with our proposed prime?
3. If the prime is a local organization, does the local partner have a positive track record managing USAID money (as prime or sub)? Does the partner have any

experience managing a project of similar size or with similar Development Partners (EC, DFID, CIDA, etc)?

4. If CSSC will be managing sub awards, does the CSSC have experience in managing sub awards? Is the CSSC familiar with CSSC sub award policy and manual?
5. Have potential sub awardees been vetted in accordance with CSSC sub grants policy?
6. Can activities through sub agreements meet beneficiary documentation requirements?

Reporting:

1. Are our information systems adequate to meet reporting expectations?
2. Do we have to the capacity to meet reporting timelines without delays?
3. Can we meet financial reporting timelines?
4. Has the CSSC prepared a sub granting plan and, if so, does it have adequate systems to track and report against the sub granting plan?
5. Are we able to provide specialized reporting for USG projects such as reporting on Fly America exceptions?

Financial management:

1. Is there adequate administrative support and staffing to identify process and track all necessary approvals from the Development Partner?
2. Do finance staff have prior experience managing awards from this Development Partner?
3. Have staff received any training on rules and regulations specific to this Development Partner (e.g. USAID)?
4. Is there a plan in place to train proposed project staff on Development Partner-specific awards management and Development Partner-specific rules and regulations (e.g. USAID)?
5. If the proposed prime is a local organization, do they have the staff and systems to track and manage a USG grant of this size? If no, what would be CSSC's role and is the prime willing to accept and define this in the teaming agreement?

Personnel:

1. Is the CSSC able to recruit and retain staff that meet Development Partner expectations?
2. Does the project require specialized staff that are difficult to recruit (or difficult to recruit in that location)?
3. Does the project require specialized staff that fall outside CSSC's pay scale?
4. Will CSSC staff be required to co-locate with the prime or a separate project office?
5. Can CSSC recover shared costs of management and support staff which is commensurate with the level management complexity and support required?
6. If the proposed prime is a local partner, how do they plan to recruit personnel? Are they able to recruit personnel who will be competitive on a USG bid?

Procurement/GEO Codes:

1. Will specified source/origin code be acceptable or does it need to be negotiated?
2. If there is an inventory component does CSSC have adequate inventory systems in place to manage this?
3. Does CSSC basic agreement allow for import exemptions, VAT exemptions?

4. Would waivers be required and does CSSC have systems in place to secure any required procurement waivers?

Management complexity Rating: High/ Medium/Low _____

Section B- Guide Questions for USG Contracts, and Sub Contracts

Instructions: This tool is intended to guide decision-making CSSC during the Go/No Go process and serve as an approval form if certain conditions apply. The CSSC fully consider each category and provide an honest assessment. The Executive Director should CSSC fully consider the assessment before providing Go/No Go approval.

When using the tool, please keep in mind the following points:

- ***The questions are meant to guide the analysis for each section. Not all questions provided for your consideration can be answered at the beginning of the process. Some may not be applicable. The Go/No Go decision can be revisited by all parties as answers to these questions become available and the situation evolves.***
- ***This guide should not be used only as a form. Rather, it should be used as a management tool to help CSSC make appropriate decisions and mitigate risk.***
 - ***There may be important considerations not listed in these generic questions.***

I. Strategic Importance: This proposal fits with the CSSC strategic program priorities. Proposed activities can be taken to scale, experiences can be leveraged, strategic relationships can be built and/or a learning agenda can be incorporated.

Considerations for USG Contracts: In implementing a contract, CSSC's and its prime implementer's activities will be considered as an extension of the United States Government, with USAID and the prime considered "clients" rather than partners and CSSC is considered as a service provider. As contracts are a much stricter and rigid funding mechanism, the USG or prime can require changes to the priorities, budget, objectives and activities without input or approval from CSSC. All activities implemented by CSSC must be USG-approved.

Questions for considering strategic fit:

1. Is the solicitation in line with strategic priorities?
2. Is there scope for learning and adaptation?
3. Are there opportunities for scale up and leverage?

Strategic Relationships:

1. What are the strategic benefits of this prime/sub relationship?
2. What are strategic risks or implications for CSSC if the relationship with the prime is terminated?
3. What risks does the CSSC anticipate with being an extension of the USG?
4. Do CSSC staff understand the different dynamics they will be working with while treating USAID and the prime as a client rather than a partner?

Strategic importance rating: High/Medium/Low _____

II. Financial Impact of the bid: A successful bid will have a positive impact on financial health of the CSSC. CSSC will appropriately assess any potential risks and implement appropriate management strategies to mitigate risk

Considerations for USG Contracts: USG contracts are a larger financial risk for the following reasons: 1) Payment is based on deliverables and an "in good faith" effort is not sufficient for payment 2) Budgets must be extremely detailed and all expenses must be consistent with the budget or expressly approved by the Development Partner. Typically, there is no or very limited line item flexibility 3) USG contracts are subject to different and more complex rules and regulations than that of cooperative agreements.

Questions for considering the financial impact of this bid:

1. Is the amount budgeted by the Development Partner adequate to achieve the objectives of the RFP?
2. Is the budget allocated to CSSC adequate to achieve our scope of work?
3. Has an adequate Management Fee been negotiated?
4. Is budget adequate for full cost recovery of projected level of effort including shared program costs?
5. Is financial benefit commensurate with the level of effort/management complexity?
6. Would the size of the bid require a significant scaling up of CSSC operations?
7. Does the CSSC have the financial and administrative staff and systems in place to request all program work plan, personnel, travel and procurement-related approvals?
8. Does the CSSC have the level of expertise required from a compliance perspective to meet all the contract requirements as stated in the regulations—i.e., a qualified contracts manager.?
9. Does the CSSC have a record of meeting project deadlines on time and on budget?
10. Does the CSSC have a plan to train project staff in USG contract rules and regulations?
11. Do all personnel charged to the contract receive compensation less than the USAID Contractor Salary Threshold for US nationals and USAID Local compensation plan for CCNs and TCNs? If salaries exceed these salary thresholds, does the CSSC have adequate unrestricted to cover the gap or have a compelling justification for USAID to provide an exception?

Financial impact rating: Positive/Neutral/Negative _____

III. Likelihood of Win: The Development Partner sees CSSC as competitive in terms of our reputation and past performance. There is no evidence that this bid is oriented to another type of organization (i.e. a local partner or for-profit contractor)

Considerations for USG Contracts: As RFPs typically use the "best value" approach in cost evaluations or have a significant amount of the evaluations criteria points

allocated toward cost what is the balance of risk for implementation—ie., likelihood of cost recovery as compared to competitive price?

Questions for considering the likelihood of winning the bid:

1. Is there an incumbent with a good track record of implementation and reputation with the client (e.g. USAID)?
2. Does it appear that the scope is written with a certain organization in mind?
3. Does the time frame for proposal development give certain organizations an advantage?
4. Does the call for proposals suggest who will have the advantage based on contracting type (e.g. RFP, RFA, APS, etc.)?
5. How might the rhetoric of Development Partners impact this bid? How many potential bidders are there?
6. Do we have the potential to form a consortium with known or preferred actors?
7. How do our strengths/weaknesses compare with others in terms of the proposed scope of work?
8. How does the client (USAID) view CSSC in general?
9. How does the client view CSSC's past work as related to the bid?
10. If CSSC is subbing to another organization, how does the client view our prime?
11. Does CSSC have appropriate staff to propose? If not, are we able to recruit for key personnel who will be attractive candidates to the Development Partner?
12. Will CSSC's costs be competitive? Is the prime aware of CSSC's shared cost structure?
13. Has the CSSC been working on this opportunity with the appropriate CSSC member units in advance of the solicitation being released?
14. What is the prime's motivation in partnering with CSSC? Are they likely to minimize CSSC's role?
15. Does the prime have a track record of transparency with partners? Do they include partners in key decisions?

Likelihood of a win rating: High/Medium/Low _____

IV. Level of Effort to Win: CSSC can produce a high quality proposal in the allotted timeframe. CSSC has been preparing for this proposal in advance of the solicitation being released. CSSC has adequate finance staff available for budget development and is able to document the basis of unit costs.

Questions for considering the level of effort required:

1. Does CSSC have capacity to prepare high quality proposal within the expected timeframe?
2. Did the CSSC have advanced knowledge of this opportunity?
3. Have the necessary external consultants been identified (technical assistance or proposal writer)? Are they available?
4. Is there adequate time for recruiting key staff?
5. Do we already have the right partnerships in place?
6. What resources are required (financial, human, etc.) to prepare a competitive proposal?

Level of Effort to win rating : High/Medium/Low _____

V. Feasibility and Appropriateness of the Technical Approach: CSSC has the capacity to successfully implement the scope of work. The scope of work adheres to CSSC's program principles and meets both internal and external standards of technical excellence.

Considerations for USG contracts: Under a contract, "de branding" is the norm. In other words, all project activities should be branded with the appropriate USG and project brand. CSSC's logo will generally not be used and CSSC will generally not be recognized for work. All intellectual output (models, frameworks, etc) are considered proprietary to the USG.

Questions for considering the feasibility and appropriateness of the technical approach:

1. Is CSSC's scope of work feasible?
2. Are we committed and comfortable in implementing the scope of work in the local political environment?
3. Are we comfortable with the selected partners and their respective roles?
4. Can we deliver the results on time and at level of quality that is acceptable to the prime and/or Development Partner?
5. Are startup timetables feasible?
6. Do we have M&E systems in place to meet information requirements of the proposed scope of work?
7. Is the proposed scope of work in line with CSSC's Mission, Vision and Program Principles?
8. Does the proposed scope of work meet internally and externally recognize standards of technical excellence? Are we able to work effectively in this location?
9. Do we have demonstrated track record in this location and with this impact population?
10. What is level of risk and potential consequences if we are unable to deliver against the scope of work as defined in the contract?
11. What is our level of confidence for acceptance of deliverables under cost reimbursement contracts?
12. Is CSSC comfortable with potentially aggressive branding of USG for project activities? Is CSSC comfortable with the lack of visibility and recognition of our role? Does the CSSC have compelling justification to receive co-branding rights?

Feasibility and appropriateness of the technical approach rating:

Strong/Neutral/Weak: _____

VI. Management Complexity and Implementation: Capacities and systems are in place or could be easily mobilized for quality implementation and oversight.

Considerations for USG Contracts:

- Contracts require a greater level of management support and incur an increased administrative burden.

- Under a contract, the prime contractor will expect to be treated as a “client” and will, in turn, treat USG as the “client”. Under a contract, USG or the prime has the right to be involved in the day-to-day operational oversight and control of project activities
- Under a contract, CSSC has far less flexibility in budgeting and spending. The sub award must cover, to a high degree of detail, all costs. If a cost is not clearly defined within the terms or described clearly in the budget or budget notes, it is very likely that the Contracting Officer or the prime may elect to not reimburse.
- Line item flexibility must be negotiated and is not assumed. Therefore, there is a much heavier burden of getting prior approval for expenses (or increases in a cost unit) from USG or the prime. Supporting documentation on all invoicing must be substantial. Typically, billing is expected on a monthly, rather than quarterly basis.
 - Under a contract, USG has the right to require prior approval for both the compensation and technical skill/qualifications for almost, if not all, staff.
 - Staff under contracts may have to follow different policies for time reporting, travel, currency of pay, etc. TCNs may not be eligible for benefits (must be approved by USG).
 - Advance payment or forward financing is rarely available as a subcontractor. Contracts typically operate on a reimbursement basis only.
- Enhanced regulatory requirements apply for equipment under contracts. CSSC will not “own” but will need to monitor and report on properties with unit cost of \$500 and above. Said equipment will be titled to USG and CSSC will need to return equipment (or comply with USG disposition instructions) at the end of the project.

Questions for considering the management complexity:

Location and access

1. What is degree of difficulty to access this area/populations and do we have existing systems in place to ensure access?
2. Are there any additional security considerations for this proposal?

Partnerships and Sub granting:

1. What is the degree of management complexity of the strategy?
2. If CSSC is not the prime, does CSSC have a positive track record with our proposed prime?
3. Is CSSC prepared to work with a prime as a client rather than as a partner?
4. Is CSSC comfortable with increased involvement by USAID and the prime in day-to-day operational oversight?
5. Can we provide an equal level of responsiveness to the prime or USG?

Reporting:

1. Are our information systems adequate to meet reporting expectations?
2. Do we have to the capacity to meet reporting timelines without delays?
3. Can we meet financial reporting timelines?
4. Are we able to provide specialized reporting for USG projects, such as reporting on Fly America exceptions?

Financial management:

1. Is there adequate administrative support and staffing to identify process and track all necessary approvals from the Development Partner?

2. Do finance staff have prior experience managing awards from this Development Partner?
 3. Have staff received any training on managing USG awards?
 4. Is there a plan in place to train proposed project staff on USG awards management and USG contracts rules and regulations?
5. Is there adequate support from finance to prepare and submit accurate monthly invoices with substantial documentation?
6. Is the CSSC prepared to spend time answering extremely detailed questions on invoices?
 7. Is senior management available to support response and negotiation on questioned costs? If the contract is a fixed price type of contract, is there sufficient cost stability to ensure that CSSC does incur losses against the fixed price for deliverables over the timeframe of the agreement?
8. Has the CSSC established the appropriate mechanisms to ensure prompt payment of invoices and manage cash flow?

Personnel:

1. Is the CO able to recruit and retain staff that meet Development Partner expectations?
2. Does the project require specialized staff that are difficult to recruit (or difficult to recruit in that location)?
3. Does the project require specialized staff that fall outside CSSC's pay scale?
4. Will CSSC staff be required to co-locate with the prime or in a separate project office during the duration of the project?
5. Can CSSC recover shared costs of management and support staff which is commensurate with the level management complexity and support required?
6. Are staff skilled negotiators and able to negotiate favorable terms with the prime (or USG)?
7. Is the CSSC comfortable with the ability of USG (or the prime) to approve or disapprove all project staff?
8. Is the CSSC willing to have different personnel standards and policies for staff working under contracts?
9. Do employees (TCN, expat and CCN) allowances conform with the Department of State regulations?
10. Can all expats to be charged directly to the contract pass medical evaluations?
11. Does the CSSC leave and holiday schedule conform to that of the local USAID Mission?

Procurement and Inventory:

1. Will specified source/origin code be acceptable or does it need to be negotiated?
2. If there is an inventory component does CSSC have adequate inventory systems in place to manage this?
3. Does CSSC basic agreement allow for import exemptions, VAT exemptions?
4. Would waivers be required and does CSSC have systems in place to secure any required procurement waivers?
 5. Does CSSC have the appropriate inventory tracking systems to track all equipment over \$500 for the proposed project?
6. Do any of CSSC's MoUs with local government regarding the dispersal of assets conflict with this policy?
7. Does the CSSC have staff and systems that support using global notification and solicitation for procurements in excess of \$50,000/

Management complexity Rating: High/ Medium/Low _____

Tool 3 - Cost Share Approval Request

CSSC is requesting approval for the following cost share contributions for the proposal to Development Partner Name for the Project Name. The total cost share contributions represent X% or \$X out of the total Development Partner funding estimated at \$X.

Cost Share Summary Table				
Organization	Total	Cash	In-Kind	
CSSC	\$0	\$0	\$0	\$0
Partner 1	\$0	\$0	\$0	\$0
Partner 2	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0

Details of CSSC cost share:

Describe nature and source of Cost Share	AMOUNT in USD		Describe method of valuation (include basis of unit cost and calculation details)	Explain alignment with Project Objective(s)
	TOTAL	In-kind contributions		
	\$0			
	\$0			
	\$0			
	\$0			
TOTAL - CSSC	\$0	\$0		

Details of Partner 1 cost share:

	0			
	0			
	0			
	0			
TOTAL -- Partner 1	\$0	\$0		

Details of Partner 2 cost share:

	0			
	0			
	0			
	0			
TOTAL -- Partner 1	\$0	\$0		

I certify that the cost share shown above is valid and conforms to the Grant and Contract Management Policy.

Requested by:

Department Director

Approved by:

Executive Director

Tool 4 - Additional information on the question and the risk that the reviewer/approver is assessing

General Guidance / Tips		
	References to the Development Partner Grant/Contract also include all applicable Development Partner regulations whether explicitly cited in the Development Partner Grant/Contract or implied by Development Partner policy. For example: in USG Grant/Contracts, additional USG regulations are referenced. Another example: Some Development Partners have policies on ICR that we must use in our budgets, yet these policies do not appear explicitly in the Grant/Contract itself.	
#	Question	Intention of the Question, and further explanation of terminology as required
A.9	Will sub-Grant/Contracts be issued under this Grant/Contract?	This includes both sub-grants and sub-contracts. The type of sub-contract referred to here is not a purchase order (e.g. contracting a consultant). It is when CSSC issues a sub-contract Grant/Contract to another entity (e.g. local NGO, international NGO, etc.)
B.3	Must all work be completed and all expenses expensed by the end date of the period of performance?	Sometimes Development Partners allow CSSC to record expenses after the end date of the Grant/Contract (e.g. to conduct a final evaluation or audit). We must have a written documentation from the Development Partner in order to do this.
C.1	Is the Grant/Contract currency TZS	The reason this question is asked is because CSSC financial statements value all our expenses in TZS. There may be a risk when we have a Development Partner Grant/Contract that is in another currency because of currency exchange fluctuations.
C.2	Are there specific Development Partner requirements for the treatment of currency gains and losses, and are these acceptable to CSSC?	The intent of this question is to identify if the Development Partner's requirements are different than CSSC's, and if so, are they acceptable to CSSC.
C.6	Does the Grant/Contract commit all of the funding and/or commodities upon signature of the Grant/Contract? (As opposed to withholding some of the obligation)	CSSC ideally would like all funds committed upfront. Some Development Partners (e.g. the USG) only obligate amounts that may be tied to deliverables or their own budget calendar. If a Development Partner does not commit all the funds upfront, we need to be sure that CSSC manages its expenses accordingly to avoid over-expending.
D.5	Are matching funds required to be reported?	When matching funds (or cost share) are subject to audit, this requirement poses a higher risk to CSSC because we need to ensure matching funds are recorded properly in PeopleSoft and supporting documentation exists for auditors to validate.
D.8	Does the Development Partner allow unrecovered indirect costs to be included as part of the match?	If yes, the reviewer should validate that this is shown in the CSSC budget, as a match contribution from CSSC.
J.1	Does CSSC procurement policies, including CSSC's Emergency Procurement Policy, satisfy the required procurement procedures of the Grant/Contract?	The Development Partner may have different procurement policies. The intent of the question is for CSSC to assess if its procurement policies are sufficient to comply with the Development Partner's. If the Development Partner Grant/Contract does not contain procurement policies, then it is assumed that CSSC's procurement policies are acceptable to the Development Partner.
J.2	Does the Grant/Contract require specific rules on Source and Nationality of major purchases, and are these acceptable to CSSC?	Development Partners such as the European Union and US Government often have specific rules on Source and Nationality. For US Government, it is referred to Source and Origin.
K.2	If the Development Partner is the US Government, is the title of the project assets (including commodities) "Recipient Title"?	It is preferable for the Title to be in the name of the recipient (CSSC). If it is not, then the reviewer/approver of the Checklist should assess if this is acceptable to CSSC.
L.1	Does the Grant/Contract accept insurance premiums for all insurance commonly obtained by CSSC as a valid expense?	In other words, does the Grant/Contract explicitly prohibit CSSC from charging any of our insurance costs to the grant/contract.
M.4	Is CSSC required to submit original accounting documents or original accounting supporting documentation?	CSSC's policy is not to submit original accounting or original supporting documentation. If the Development Partner requires this, then the reviewer/approver must determine if this is acceptable.

Tool 4 - Grant/Contract REVIEW AND APPROVAL CHECKLIST
Grant/Contract Toolkit

Grant/Contract /Grant #:

Award Amount:

Development Partner Name:

Is the funding from the U.S. Government?

☐ Yes

☐ No

☐ New Award

☐ Modification of Existing Award

Item #	Description	Answer (Yes, No, N/A)	If answer is color coded red, please explain because this is a potential higher risk for CSSC, or is not aligned with CSSC policies. If answer is color-coded green or N/A, further explanation is not required.
A. GENERAL			
A.1	Is CSSC's legal name and address properly represented: (e.g. Cooperative for Assistance and Relief Everywhere, Inc.)?		
A.2	Is the other contracting party (e.g. the Development Partner, Prime organization, etc.) correctly identified?		
A.3	Are the laws that govern the interpretation of the Grant/Contract clearly identified?		
A.4	Are the methods for settling disputes stipulated? (Preferred method is mediation.)		
A.5	Is the program description, scope of work, or project proposal incorporated into the Grant/Contract and consistent with CSSC's latest submission?		
A.6	Are procedures for modifying any of the terms & conditions of the Grant/Contract adequately defined?		
A.7	Is this Grant/Contract sufficient to begin implementation; that means that no additional approvals or Grant/Contract with the host country government is required before project implementation may begin?		
A.8	If this is a Sub-award/Sub-contract to CSSC, is the original Development Partner Grant/Contract attached?		
A.9	Will sub-Grant/Contracts be issued under this Grant/Contract?	No	
B. DATES			
B.1	Are the period of performance start and end dates (the dates on which expenses may be incurred and program activities implemented) clearly defined?		
B.2	Does the start date cover expenses incurred prior to the Grant/Contract signing dates?		
B.3	Must all work be completed and all expenses expensed by the end date of the period of performance?		
B.4	Does the Grant/Contract allow for modification of the Grant/Contract dates (e.g. no cost extensions, cost extension)?		
C. FUNDING & CURRENCY			
C.1	Is the Grant/Contract currency TZS		
C.2	If there specific Development Partner requirements for the treatment of currency gains and losses, are these acceptable to CSSC?		
C.3	Is the amount of the total Grant/Contract ceiling clearly defined?		
C.4	Is the amount of the obligated funding clearly defined?		
C.5	Does the Grant/Contract commit all of the funding and/or commodities upon signature of the Grant/Contract? (As opposed to withholding some of the obligation)		
D. MATCHING REQUIREMENTS			
D.1	Does this Grant/Contract require that the award be partially funded or commodities supplied by other sources? ("NO" answer means that no Match is required).		
D.2	Is the minimum amount of required match and the timing of the match adequately defined in the Grant/Contract?		
D.4	Is there a Plan in place to secure the required match? (sources of match identified)		
D.5	Are matching funds required to be reported?		
D.6	Are there restrictions on the sources of the required match?		
D.7	Are all types of match (cash or in-kind) acceptable?		
D.8	Does the Development Partner allow unrecovered indirect costs to be included as part of the match?		
E. PROGRAM INCOME AND/OR REVOLVING FUND ESTABLISHMENT			
E.1	Will the project generate program income reflows and/or require the establishment of any type of revolving fund?		
E.2	If there is program income and/or a revolving fund, are the use and/or disposition of these funds during the life of the project and at close out adequately described in the Grant/Contract?		

Item #	Description	Answer (Yes, No, N/A)	If answer is color coded red, please explain because this is a potential higher risk for CSSC, or is not aligned with CSSC policies. If answer is color-coded green or N/A, further explanation is not required.
F. INDIRECT COST RECOVERY			
F.1	Does the Grant/Contract provide indirect cost recovery to CSSC USA with full and latest NICRA or ICR/AdRet fully applied?		
G. BUDGET			
G.1	Is an approved line item budget included in the Grant/Contract or in the listed attachments?		
G.2	Is the approved budget consistent with the latest budget submitted to the Development Partner, and are there sufficient financial resources to implement the Grant/Contract?		
G.3	Does the Grant/Contract provide clear guidelines on making budget revisions or budget line flexibility?		
G.4	Does the Grant/Contract include its fair share of Shared Program		
H. KEY PERSONNEL			
H.1	Does Grant/Contract require certain positions to be designated as Key Personnel?		
H.2	If answer to H.1 is Yes, are the requirements for Key Personnel acceptable to CSSC?		
H.3	If the Key Personnel proposed are no longer available, has the Development Partner agreed that CSSC propose a new Key Personnel after signing the award?		
I. BANKING AND PAYMENT			
I.1	Does the Grant/Contract require the establishment of any specific purpose bank accounts?		
I.2	If a Specific account is required, will it require Non-CSSC signatories on a bank account?		
I.3	Does the Grant/Contract provide clear details of the timing of payments and method to CSSC? (i.e. payment schedule)		
I.4	Is the timing and method of Development Partner payments acceptable to CSSC?		
J. PROCUREMENT PROCEDURES			
J.1	Does CSSC procurement policies, including CSSC's Emergency Procurement Policy, satisfy the required procurement procedures of the Grant/Contract?		
J.2	Does the Grant/Contract require specific rules on Source and Nationality of major purchases, and are these acceptable to CSSC?		
J.3	Does the CSSC have the ability to fulfill Development Partner specific procurement requirements?		
K. PROJECT ASSETS			
K.1	If the Grant/Contract provides guidelines for disposition of items purchased with grant funds, are these acceptable to CSSC?		
K.2	If the Development Partner is the US Government, is the title of the project assets (including commodities) "Recipient Title"?		
L. INSURANCE			
L.1	Does the Grant/Contract accept insurance premiums for all insurance commonly obtained by CSSC as a valid expense?		
L.2	Are additional insurance policies required by the Grant/Contract?		
L.3	If yes, are costs of additional insurance policies covered by Development Partner/client funds?		
M. ACCOUNTING			
M.1	CSSC's standard accounting practices are sufficient for Grant/Contract?		
M.3	Are the record retention requirements for this Grant/Contract more or less than CSSC's seven year requirement?		
M.4	Is CSSC required to submit original accounting documents or original accounting supporting documentation?		
N. INTEREST			
N.1	Is CSSC required to account for the Interest earned on any advances and/or proceeds from the commodities?		
N.2	Is CSSC's method of accounting for Interest acceptable to the		
N.3	If Interest is recorded on the advances and/or the proceeds from monetized commodities, must it be refunded to the Development Partner?		
N.4	If CSSC is required to incur expenses prior to the receipt of funding (i.e. reimbursement type funding) or of commodities, will the Development Partner pay CSSC interest?		

Item #	Description	Answer (Yes, No, N/A)	If answer is color coded red, please explain because this is a potential higher risk for CSSC, or is not aligned with CSSC policies. If answer is color-coded green or N/A, further explanation is not required.
O. FINANCIAL & PROGRAMMATIC REPORTING			
O.1	Does the Grant/Contract clearly define the financial reporting schedule and format? Are these acceptable to CSSC?		
O.2	Does the Grant/Contract clearly define the address/persons who should receive the financial reports?		
O.3	Is the final financial reporting deadline acceptable to CSSC?		
O.4	Does the Grant/Contract list the timing and nature of all programmatic reporting? Are these acceptable to CSSC?		
O.5	Does the Grant/Contract clearly define the address/persons who should receive the programmatic reports?		
O.6	Is the final programmatic report deadline acceptable to CSSC?		
P. PERFORMANCE AND AUDIT			
P.1	Does the Grant/Contract have specific performance/ results / quality level requirements that are a condition to receiving payment? Is performance tied to payment?		
P.2	Is CSSC required to post a performance bond or provide another type of guarantee under the terms of this Grant/Contract?		
P.3	Does the Grant/Contract require CSSC to obtain independent audited financial reports?		
P.4	Are there other audit requirements? If yes, does the Grant/Contract cover costs associated with the audit requirements?		
P.5	If there other Development Partner special conditions (such as pre-approvals, VAT reporting, FFATA reporting, etc.) in the Grant/Contract, are these acceptable to CSSC?		

Prepared by: _____
Name and Signature (as applicable)

Date: _____

Reviewed by: _____
Name and Signature (as applicable)

Date: _____

Approved by: _____
Executive Director

Date: _____

Tool 4 - Grant/Contract Checklist Grant/Contract Toolkit

☐ New Award

☐ Modification of Existing

	FOR COMMODITIES CONTRACT/GRANTS.	Answer	If answer is NO, please explain:
1	If CSSC is responsible for paying for transporting any commodities to port/border (e.g., shipping fees, insurance premiums), is there adequate funding to cover these costs?		
2	If the CSSC is to receive commodities at port or border, will all customs costs (e.g. port fees, import licenses, custom clearance stamps and other phyto-sanitary certificates) be either waived or covered by contract/grant funding?		
3	If CSSC must store the commodities at port/border or at other warehouse sites before distribution to recipients, is there adequate funding of storage costs, including security and monitoring expenses?		
4	If CSSC must forward commodities from port/border to warehouses or distribution sites, is there adequate funding to cover transportation costs, including loading and unloading, fuel, spare parts, insurance, etc.?		
5	Is funding adequate to cover project objectives and monitoring, insurance, staff and administration, etc. associated with the project?		
6	Will the title to commodities will be transferred by the funder to CSSC?		
7	Will the title to commodities will be transferred by the funder to third part?		
8	Is the amount of funding and/or commodities to be received and the length of the contract/grant consistent with either the original project proposal or a revised proposal?		
9	Is the amount of funding and/or commodities to be received and the length of the contract/grant consistent with either the original project proposal or a revised proposal?		
10	Indicate whether part of the commodities are for monetization.		
11	a) If YES, has the Grant/Contract with the buyer been cleared by the Development Partner ?		
12	Is there a Match for monetization?		
13	CSSC does NOT need to match the commodities prior to monetization?		
14	Are commodities already secured for match?		
15	Are there any special requirements relating to monetization (payment schedule)		
16	If funding is advanced or if commodities are monetized, is CSSC required to account for the interest earned on the advance or proceeds from the commodities?		
17	If CSSC is required to account for the interest earned on advances or monetized commodities, is the CSSC method of accounting for interest acceptable? (Refer to OFM, Chapter. 8.)		
18	If interest is recorded on funding advances or the proceeds from monetized commodities, does the interest revert to the project by being added to project funding?		
19	If interest is recorded on the advances or the proceeds from monetized commodities, must it be refunded to the Development Partner?		
20	Is interest to be handled in some manner not described above?		

Tool 5 - Award Close-Out Checklist

CHRISTIAN SOCIAL SERVICE COMMISSION

The Project/Program Manager (or the assigned Grant Manager for non-project focused grants) is responsible to ensure this policy tool is applied

Award Name: _____ Fund CODE (FC): _____

Start date: _____ End date: _____

Project/Program Manager (Name and Location): _____

Supervisor (Title and Name): _____

Unit/Department and Tasks (Red high-lighted tasks are relatively high risk and should be monitored closely)		When task should be initiated/completed				Follow-up required (please update this column during each meeting)	Person(s) responsible (see note at the bottom of this table)
		6 mths to Project closure	3 Mths to Project closure	1 month to Project closure	Month after project closure		
Finance:							
1	Determine balance of funds remaining; prepare a 6 month expenditure projection for the balance; obtain approval by your supervisor	✓				Budget realignment & advance installment	
2	Finance staff resources identified to assist PM in project close-out expenditure monitoring and analysis.	✓					
3	Update financial expenditure projection 3 months before project closure (considering all commitments and advances made)		✓				
4	Reviewed vendor advance situation inclusive of sub-recipients		✓				
5	Funds for final audit and evaluation determined.		✓				
6	Any accruals identified agreed with Finance and Admin			✓			
7	Obtain outstanding billing information (phone, internet, utilities, etc) that require an accrual, and make accrual			✓			
8	If necessary, reconcile and close petty cash account and bank accounts				✓		
9	Prepare final project financial expenditure report and submit to donor by deadline				✓		
Admin:							
1	Acquired latest project asset list from admin		✓				
2	Completed fixed asset and non consumable property disposal plan		✓				
3	Fixed asset/non consumable property disposal schedule approved in accordance with donor and government regulations		✓				
4	Prepared and agreed with Admin Manager a final procurement pipeline		✓				
5	IT provides a status report on functionality of computer equipment & other accessories			✓			
6	Provided to IT schedule of e-mail accounts closure - depending on when staff are scheduled to leave.			✓			
7	Email account(s) of terminated staff are officially closed within 3 months of project end date.				✓		
8	Operational decision regarding future of office rental						
9	Prepare project document archives, clearly labeled and archived/stored appropriately (including electronic documentation)	✓					

Tool 5 - Award Close-Out Checklist

CHRISTIAN SOCIAL SERVICE COMMISSION

The Project/Program Manager (or the assigned Grant Manager for non-project focused grants) is responsible to ensure this policy tool is applied

FUND CODE (FC): _____

Award Name: _____

Start date: _____ End date: _____

Project/Program Manager (Name and Location): _____

Supervisor (Title and Name): _____

When task should be
initiated/completed

	Unit/Department and Tasks (Red high-lighted tasks are relatively high risk and should be monitored closely)	6 mths to Project closure	3 Mths to Project closure	1 month to Project closure	Month after project closure	Follow-up required (please update this column during each meeting)	Person(s) responsible (see note at the bottom of this table)
Human Resources:							
1	Agreed to a staff exit strategy with HRM	✓					
2	Reviewed staff leave balances and agreed disposition plan.	✓					
3	Due notice to all staff as per their service period.		✓	✓			
4	Education allowance for terminating staff determined and expensed (still under review to determine if feasible)						
5	Staff related accruals and quit claim			✓			
Program:							
1	Convene Close-out Meetings with relevant staff/partners/parties	✓	✓	✓	✓		
2	Inform Program Director date project ends and commenced close-out procedures are underway	✓					
3	Confirm PC/FC-end-date information to Project/Program Manager	✓					
4	Determine if you require a no-cost or cost extension and submit request to donor through the PD	✓					
5	Check and agree with partner sub-grant closing dates & final expenditure reports deadline per donor contract	✓					
6	Review donor close-out procedures and regulations. Prepare and disseminate a list of items that need to be done with responsible parties identified and timeframe.	✓					
7	Establish project exit strategy that contains key activities and responsible parties. Monitor closely to avoid the bulk of activities taking place in the last 2 months.	✓					
8	Conduct project close-out meetings with relevant stakeholders, particularly sub-grantees to go over close out procedures, establish deadlines for final reports, and discuss turnover issues.	✓					
9	Establish handover (e.g. assets) activity plan, if applicable.		✓				
10	Conduct final project evaluation (non-government activity)		✓				
11	Communicate relevant Government offices about the closure and schedule government evaluation		✓				
12	Write final project narrative report in government format (if required)			✓			
13	Write final project narrative report in donor format			✓			
14	Follow-up to ensure outstanding accruals are expensed within 45 days of closure.				✓		

Tool 5 - Award Close-Out Checklist

The Project/Program Manager (or the assigned Grant Manager for non-project focused grants) is responsible to ensure this policy tool is applied

Award Name: _____

End date: _____

Project/Program Manager (Name and Location): _____

Supervisor (Title and Name): _____

When task should be initiated/completed

Unit/Department and Tasks (Red high-lighted tasks are relatively high risk and should be monitored closely)	6 mths to Project closure	3 Mths to Project closure	1 month to Project closure	Follow-up required (please update this column during each meeting)	Person(s) responsible (see note at the bottom of this table)

Note: persons responsible should be identified based on implementing unit/department context as early in the award cycle as possible.

The (please indicate if it is the 1st, 2nd or 3rd) meeting with relevant parties was conducted on (fill in date) and participants include (list below):

Prepared by: _____
(Project/Program Manager)

Approved by: _____ and _____
(Supervisor of Project/Program Manager) (Grant Manager, if different than Supervisor)

Authorized by: _____
Executive Director

Date Authorized: _____

Date:

Name of Agreement Officer

Address of Agreement officer

Name of CSSC Representative

Address of CSSC Representative

Ref: Close out arrangement for Cooperative Agreement # 0000000000

Dear Mr/s XYZ,

With reference to the USAID funded project XYZ under cooperative agreement #00000 we would like to share with you our progress towards closing out the project. We are pleased to inform you that we have completed the key close out activities. We were guided by the signed agreement dated XYZ and in accordance with CFR 226 subpart D.

We want to share with you the progress to date on the close out activities under this agreement and ensure that all records pertaining to this cooperative agreement are updated with the following items:

- a) Progress and Final Narrative reports: we have submitted all progress reports on quarterly basis and the final narrative report was submitted on 00/00/000. We will be more than happy to supply additional copies if needed
- b) Quarterly and Final Financial reports: Quarterly financial reports were submitted on time. An Interim Final Financial report has been submitted on 00/00/0000. A final financial report will be submitted to reflect the new NICRA once it is approved by USAID.
- c) Cost Share: Please indicate how much cost share have been met or if there was no cost share requirement state that it was not required
- d) Program Income: Please indicate how much Program income and what method of calculation used or if there is no program income then state there was none
- e) Equipment and Supplies Inventory: Please indicate if there are any assets above \$5000, include a list if needed, and explain how CSSC plans to dispose of these assets requesting AO approval
- f) Sub-agreements: All sub-agreements were closed XX days after the end date of the project. Proper close out procedures were used as to approving final financial and program reports and settling all outstanding obligations.
- g) Unexpended Federal funds: The amount of XX is the balance of unused federal funds under this cooperative agreement and will be returned to the USAID.
- h) Special Reports: If there are any reports that are specified in agreement please indicate here.

Tool 6

Thank you in advance for your cooperation and please let us know if further clarification or additional copies are needed.

Sincerely,

Name of CSSC Rep and Signature

Tool 7 - Agreement Management Policy

Fund Code Files: Central fund code file structure for each award is maintained by CSSC.

FOLDER BY FUND CODE (FC123 and Award Name)

01 GRANT/CONTRACT AGREEMENT

A. ORIGINAL G&C AGREEMENT:

- a. Fully executed, signed Agreement with Development Partner/Client/Other Pass Through Entity
- b. All Attachments including Program Description, Budget, other Development Partner provisions
- c. Agreement Checklist –Signed by Executive Director or budget exceptions or other waivers.
- d. Award Set Up Form

B. AMENDMENT TO G&C AGREEMENT

- a. Amendment documents (signed)
- b. Award Amendment Set Up form (with amendment #s)

02 APPROVED PROGRAM/TECHNICAL PROPOSAL

- a. Original Program Proposal and work plan
- b. Call for proposals
- c. Go/No go decision documentation
- b. Teaming agreements/MOUs
- b. Amendments to Original Proposal and work plan

03 APPROVED BUDGET/COST PROPOSAL

- a. Original Budget (submitted/approved by the Development Partner)
- b. Amendment to Original Budget (approved by the Development Partner)
- c. Budget notes

04 OFFICIAL DEVELOPMENT PARTNER REPORTS

- a. Program Reports and Evaluations (FC123, date of report, name of report)
 - FC123-Date of report- Program Progress
 - FC123 –Date of report– Project Work plan
- b. Financial Reports
 - FC123 – Date of Report
 - FC123 - Date of Report

04 OTHER REPORTS

Examples:

Burn rate report (not for submission to the Development Partner)
Trial Balance by Fund Code
Non Consumable Property Reports

05 MONITORING AND EVALUATION

Examples:

Final Log Frame or Causal Models

Baseline reports and situation analyses

Impact Group documentation

Evaluations

06 RELATED CORRESPONDENCES

Examples:

External Development Partner

Internal CSSC Communications

Partner Correspondence

07 FINAL CLOSE Out

a. Close out letters/certificates

b. Final Report (program and financial)

c. Assets disposition plans and property inventory

d. Final Audit

08 SUB AGREEMENTS (See sub Agreement Management Policy for full list of documents)

Tool 8 - Budget Guidelines and Formats

General Guidelines

- Reasonability and accuracy of the budget is one of CSSC's concern, therefore a technical person from CSSC (on the award) or the sub-recipient (on the proposed project) must be involved in the preparation of the budget.
- CSSC recommends that sub-recipients follow the formats provided below in order to expedite the processing of the budget review. The following Major Line Items should be used for the preparation of project budgets. Exceptions may be made depending on the specific sub-recipient project activities and the award Development Partner requirements.

Major Line Item	Definition
1. Personnel	Salaries and wages of sub-recipient staff members directly engaged in the sub-agreement project. Where sub-recipient match is required, skilled and unskilled labor may be counted as contribution, if the service is a necessary and integral part of the approved project. Rates for volunteer services shall be consistent with those paid for similar work in the sub-recipient's organization or rates shall be consistent with those paid for similar work in the labor market in which the sub-recipient competes for the kind of services involved.
2. Fringe Benefits	To include medical / dental insurance and other fringe benefits and allowances of staff include in 'Personnel' above. Fringe benefits for volunteer services that are included as sub-recipient contribution may be included if they are reasonable, allowable and allocable.
3. Travel	International (if allowed / approved by the Development Partner) and domestic travel costs including per diems, lodging, meals and/or other incidental expenses. The basis for calculating travel expenses should be consistent with the sub-recipient's approved travel policy. The purpose of the travel, estimated travel dates and cost should be detailed in the budget narrative. If the award Development Partner is USG, all international travel must comply with the Fly America Act.
4. Equipment	Computers, printers, equipment repairs and maintenance. Vehicles may be included in this line item depending on the award, and (if Development Partner is USG) provided that strict compliance to the buy America Act is observed.
5. Supplies	Project materials, office supplies, etc.
6. Contractual	Includes contract expenses such as fees and expenses of consultants hired to directly support or implement project activities. Trainings, workshops, conferences and seminars are sometimes budgeted in this line item. Expenses associated with sub-contracts and/ or sub-agreements made by the sub-recipient must be supported with a separate budget (and the same basic format is recommended to expedite the review process).
7. Other	Other direct cost such as communication expenses; office rent; utilities; office repairs and maintenance; bank service fee; miscellaneous expense; and staff training, work shops, conferences and seminars. In the latter case, the purpose of the training, numbers of staff members trained, estimated training dates and costs per training event should be detailed in the budget narrative

Tool 8 - Budget Guidelines and Formats

- Each Major Line Item must be supported with a detailed line item or sub-line item (see attached **Sample Budget Format for Standard and Simplified Sub-Agreements**).
- The costs being presented in the budget should be accompanied by a brief narrative description or explanation. For each budget line item, a detailed cost disclosure may be required and must be realistic, reasonable and verifiable.
- All budgeted costs should be based on the sub-recipient organization's policies but must be in compliance with CSSC / award Development Partner regulations. This means that CSSC will pay according to the sub-recipient's salary, benefits, per-diem, mileage and other scales, as long as the levels do not exceed CSSC / award Development Partner limits.
- Any costs that are prohibited outright from the proposed budget must be provided by CSSC to the sub-recipient. Examples include procurement of surveillance equipment; services for support of police or other law enforcement activities; luxury goods or gambling equipment.
- Any costs that require prior Development Partner approval must be provided by CSSC to the sub-recipient. Examples include procurement of agricultural commodities, motor vehicles, pharmaceuticals and pesticides.
- Match contributions, which may include cash or in kind, should be:
 - verifiable in the sub-recipients' records;
 - important and reasonable for proper and efficient accomplishment of project objectives;
 - not used or included for any other contributions to any other CSSC or award Development Partner funded projects; and
 - not originate from CSSC or specific Development Partner funds.
- CSSC reserves the right to amend, withdraw, delete, omit and reject some or all line items presented on the budget proposal. CSSC will conduct further review on all proposed budget in the event of disputes on the line item presented in the proposed budget. All cost proposal will be subject to investigation and verification.

Sample Budget Format - Standard and Simplified Sub-Agreements

Sub-recipient Name:

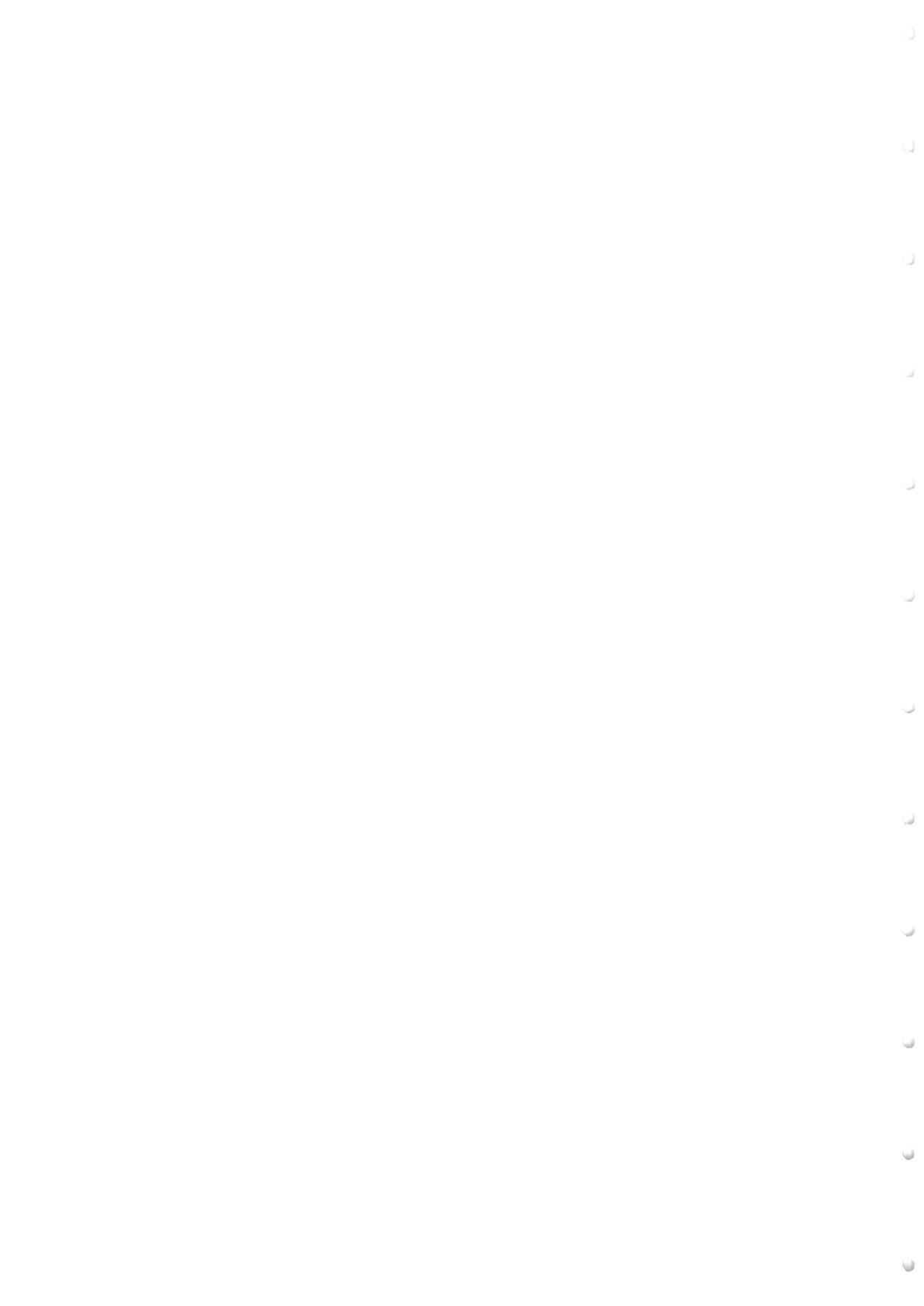
Sub-agreement Number:

Line Item Description	# of Units	Unit Cost	Total Cost	Requested from CSSC	Match
1. Personnel					
Expatriate					
National					
2. Fringe Benefits					
Expatriate					
National					
3. Travel					
International					
Domestic					
Per Diems					
4. Equipment					
5. Supplies					
6. Contractual					
Consultants					
7. Other Direct Costs					
Total Direct Costs:					
8. Indirect Costs					
TOTLA BUDGET:					

Sample Budget Format - Fixed Obligation Grant

Sub-recipient Name: Sub-agreement Number:

Line Item Description	Unit Cost	TASK 1		TASK 2		TASK 3		TASK 4	
		# of Units	Total Cost	# of Units	Total Cost	# of Units	Total Cost	# of Units	Total Cost
Item 1:									
Sub-total Item 1									
Item 2:									
Sub-total Item 2									
Item 3:									
Sub-total Item 3									
Item 4:									
Sub-total Item 4									
Total:									
Payment 1:									
Payment 2:									
Payment 3:									
Payment 4:									
TASK	DESCRIPTION OF MILESTONES ES								
Task 1									
Task 2									
Task 3									
Task 4									



Tool 9 - PROPOSAL AND BUDGET QUALITY CHECKLIST

Title:	(insert title of Proposal)
Donor:	(insert name of Donor)
Total TZS Amount:	(insert TZS Amount)
Completed By:	(insert your name)
Last Revised:	(insert date)

		Reviewed?	Comments
A. Format			
A1 - Donor format	Compliant with donor guidelines/policy (eg. template, font size, page limit, document type, headers, footers, page numbers, logos, etc.)?		
A2 - Contact info	Appropriate contact info included for both donor and CSSC?		
A3 - Citation	Is data cited appropriately?		
A4 - Annexes	Are required annexes provided?		
B. Program Design			
B1 - Long-term context/strategic alignment	Does the proposal clearly reference longer term contexts and strategies of CSSC?		
B2 - Purpose, objectives, approach	Does the proposal make it clear what we are trying to do, why, and how? Is a theory of change or hypothesis for how change will happen described?		
B3 - CSSC capacity/experience	Does the proposal demonstrate CSSC's capacity and experience in the country?		
B4 - References	Are past performance references included (if applicable)?		
B5 - Partners	Is it clear who we would be working with (eg. target beneficiaries, government agencies, partner organizations, etc.)? [More info on partnerships in section F.]		
B6 - Assessments	Is there any data to substantiate implementation plans from our needs assessment? Are analyses (gender, livelihoods, market, etc) incorporated?		
C. Budget			
C1 - Alignment with budget and log frame	Does the narrative match the budget and log frame?		
C2 - Balanced budget	Are there acceptable operational vs. activity costs?		
C3 - CSSC Shared Program Costs	Are CSSC support costs adequate, appropriate and budgeted correctly?		
C4 - Technical quality support	Do resources allow for adequate technical quality support (eg. accountability, M&E, or in specific technical areas)?		
C5 - Match	Is match/cost share appropriately budgeted for, and approved (if applicable)?		
C6 - Quality review for accuracy	Has a final review been conducted for accuracy in formulas, links, etc.?		
D. Monitoring and Evaluation / Accountability and Learning			
D1 - Indicators	Does the logframe include SMART indicators/milestones?		
D3 - Workplan/schedule	Does the proposal include a realistic workplan or schedule?		
D4 - Preparation time	Does the proposal include preparation time (launch/start-up)?		
D5 - Targeting decisions	Are targeting decisions clearly explained?		
D6 - Exit strategies	Does the proposal consider exit strategies?		

D7 - Communication with affected/targeted individuals	<i>Are there mechanisms and resources in place for effective inclusion and communication with affected/targeted people, including the most vulnerable, throughout the project cycle - in particular during project design phase?</i>		
D8 - Feedback mechanisms	<i>Would targeted population have access to effective feedback/complaint mechanisms?</i>		
E. Gender			
E1 - Gender Analysis	<i>Has a gender analysis been conducted? Have men and women been asked about their different needs?</i>		
E2 - Gender Mainstream	<i>Has gender been mainstreamed?</i>		
E3 - Empowerment of Women/Girls	<i>Are we using opportunities to empower women/girls (if appropriate)?</i>		
F. Partnership/Coordination			
F1 - Partner Capacity	<i>Has a partner capacity assessment been conducted?</i>		
F2 - Partner MoUs	<i>Are partner MoUs in place?</i>		
F3 - Partner Budget	<i>Is partner budget included (along with their indirect costs?)</i>		
F4 - Coordination with other organizations	<i>Are there mechanisms and resources to coordinate with other organizations?</i>		
G. Recruitment			
G1 - 1420	<i>For USG proposals, has form 1420 been completed?</i>		
G2 - CVs	<i>Where applicable, have CVs been formatted according to donor requirements?</i>		
G3 - Letters of Commitment	<i>Where applicable, have letters of commitment been signed and received from candidates?</i>		
G4 - Drug Certifications	<i>Where applicable, have drug certifications been completed?</i>		