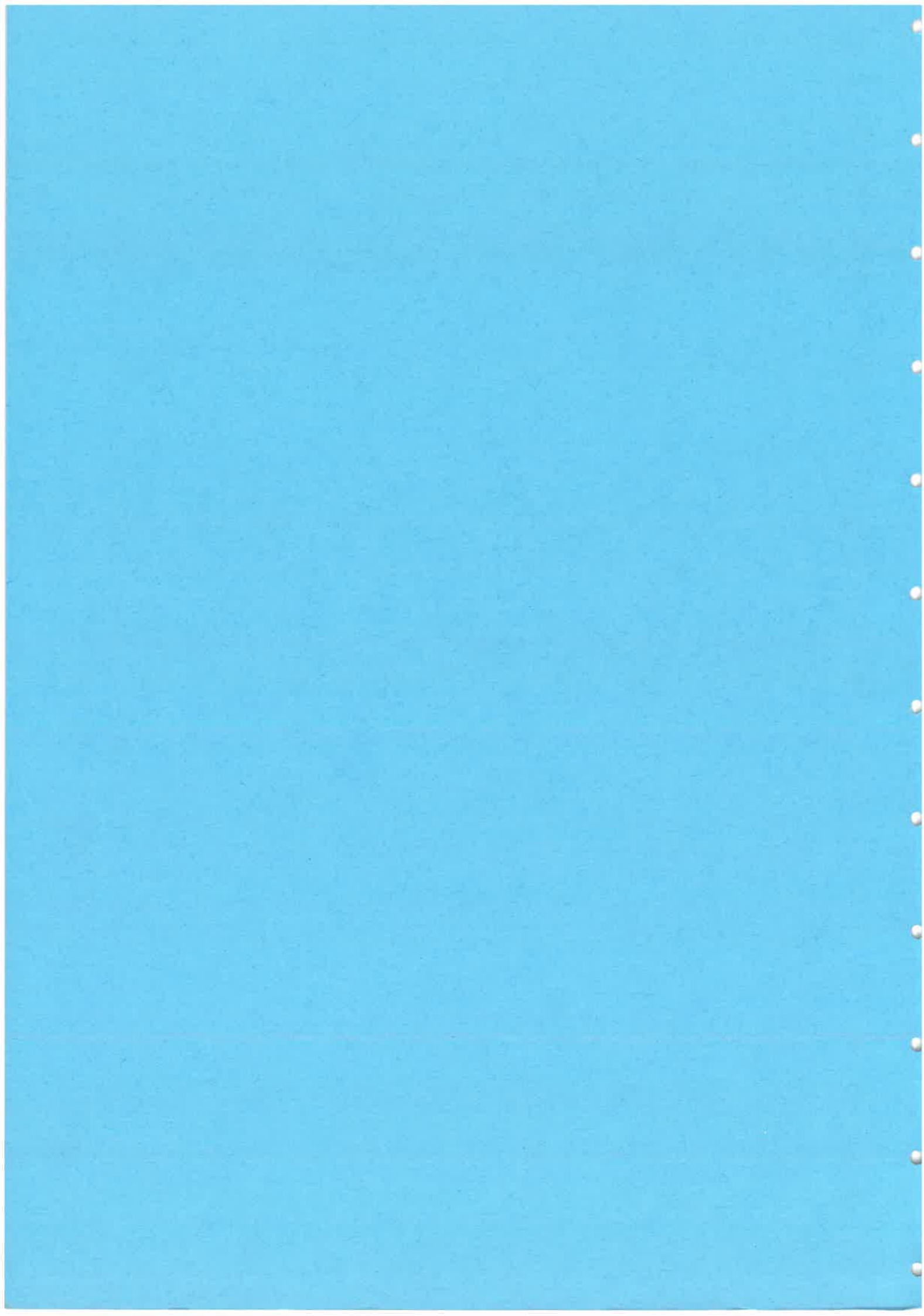




CHRISTIAN SOCIAL SERVICES COMMISSION (CSSC)

SUB-GRANTS AND SUB-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

Table Contents

1.0 Preamble	3
2.0 Abbreviations and Acronyms.....	4
3.0 Introduction	5
3.1 Christian Social Services Commission	5
3.2 Vision Statement	5
3.3 Mission Statement.....	5
3.4 Objectives	5
3.5 Activities	5
3.6 Zones	5
3.7 Definitions	6
4.0 Policy Statement	7
5.0 Policy Details	7
5.1 Planning for Subgrant Awards and Selection of Subrecipients	8
5.2 Preparation And Approval of Appropriate Subgrant Award Contracting Mechanisms	8
5.3 Financial Management of Subgrant and subcontract.....	8
5.4 Subgrant and subcontract Implementation, Modifications, Monitoring And Reporting.....	8
5.5 Closeout.....	9
5.6 Required Documentation	9
5.7 Exceptions and Waivers.....	9
5.8 References and Associated Policies	9
6.0 Appendix A: Key Roles and Responsibilities	10
7.0 Appendix B: Subgrant and subcontract Life Cycle.....	12
8.0 Appendix C: Minimum Management Requirements (MMR).....	12
9.0 Appendix D: Required Documentation	15
10.0Appendix E: Selected Key Tools and Documents Included in Subgrant Toolkit.....	16
11.0Appendix F: Authorization Table	17

1.0 PREAMBLE

This Subgrant and subcontract Policy and Procedures (hereinafter to be referred to as the "Policy and Procedures"), as approved by the Executive Council of the Christian Social Services Commission (hereinafter referred to as CSSC), states CSSC's requirements for management of Subgrant and subcontract in compliance with CSSC's programming principles, policies and all applicable development partners, laws, rules and regulations. The policy defines the relationship between CSSC and a sub recipient when CSSC awards funds to a sub-recipient to implement program activities.

The Executive Council 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.

This policy applies to scenarios in which CSSC is sub-contracting or Subgrant and subcontract to another entity to implement specific agree project/program interventions. CSSC strives to ensure that our Subgrant and subcontract management practices are consistent with CSSC partnership principles, which include: a shared interest, mutual trust, respect and risk-sharing, meaningful outcomes, transparency and integrity, responsibility and mutual accountability and commitment to joint learning.

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
DMC	-	Decision Making Committee
ERP	-	Enterprise Resource Planning System
FBO	-	Faith Based Organization
FFATA	-	Federal Funding Accountability and Transparency Act
HQ	-	Head Quarters
KYC	-	Know You Customer
NGO	-	Non-Governmental Organization
MMR	-	Minimum Management Requirements
MER	-	Minimum Eligibility Requirements
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) **Bridger Check** (LexisNexis® Bridger Insight® XG) is a fully integrated compliance platform that helps organizations to consolidate compliance procedures, alleviate risk of fraud, terrorism and strengthen the KYC processes such as account validation, screening and overall due diligence.
- 2) **Compliance** is the degree to which official requirements are fulfilled. In the case of CSSC agreements, 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).
- 3) **Entity** is an organization that has been registered in Tanzania and has its own legal and financial existence.
- 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 Subgrant and subcontracts 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) **Sub-award** means an award provided by a pass-through entity to a subrecipient for the subrecipient to carry out part of an award received by the pass-through entity. It does not include payments to a contractor or payments to an individual that is a beneficiary of a program. A sub-award may be provided through any form of legal agreement, including an agreement that the pass-through entity considers a contract.
- 6) **Subrecipient** is an entity that receives a sub-award from a pass-through entity to carry out part of a program; but does not include an individual that is a beneficiary of such a program.
- 7) **Subcontracting** is the practice of assigning, or outsourcing, part of the obligations and tasks under a contract to another party.
- 8) **Subgranting** is the practice of providing financial assistance in the form of money,

or property in lieu of money, made under a grant by a grantee to an eligible subgrantee.

- 9) **Subgrant and subcontract** is written agreement between a grant recipient and another party (other than another entity) and any lower tier agreement to complete the project. The Subgrant and subcontract documents outline all terms and conditions between CSSC and the sub-recipient. CSSC may not issue a Subgrant and subcontract to an individual. Individuals may be hired as temporary employees or consultants, depending on anticipated roles and HR practices.
- 10) **Minimum Eligibility Requirements** these are eligibility criteria for selection of subrecipients. Eligibility criteria reflect on the program scope, donor requirements, geographic or program area, types of organizations to fund and capacity of the organizations to implement the program

4.0 POLICY STATEMENT

When any component of a funding award to CSSC is implemented by sub-recipients through Subgrant and subcontract, CSSC will identify and select sub-recipients through processes that aligns with CSSC's core values and specific programs terms and conditions. This policy directs the aim of selection process to base on ethical, fairness, openness and merit-based. Selection shall be determined through a transparent decision making process involving Minimum Eligibility Requirements, due diligence (risk assessment), and a Decision Making Committee (or appropriate supervisory official(s)) that provides oversight to the initiative implemented through the Subgrant and subcontract. CSSC shall not enter into Subgrant award which is for the sole benefit of an individual.

Standard CSSC Subgrant and subcontract formats, terms and conditions must be used. Deviations or modifications to the standard Subgrant and subcontract formats must be approved.

Development partners' regulations and special conditions in the main agreement with the development partners must be flowed down in Subgrant and subcontract as appropriate;

CSSC should orient sub-recipients to applicable CSSC and development partners' policies, terms and conditions and compliance requirements. Funds shall neither be disbursed nor work performed at CSSC's request until a written Subgrant and subcontract is signed.

CSSC is required to perform monitoring activities of all aspects of the Subgrant award which includes monitoring of program activities, financial expenditures and compliance with the terms and conditions for each Subgrant award from contracting throughout the grant agreement period.

At the end of each Subgrant and subcontract a closeout process must be completed in accordance with CSSC and development partners' development requirements.

5.0 POLICY DETAILS

This policy outlines the following requirements of management during the Subgrant and subcontract s life cycle:

- a) Planning for Subgrant and subcontract and selection of sub recipients
- b) Preparation and approval of appropriate Subgrant and subcontract contracting mechanisms
- c) Important financial management matters related to Subgrant and subcontract

- d) Subgrant and subcontract s implementation, modifications, monitoring and reporting
- e) Subgrant and subcontract s close out
- f) Supporting documentation and checklists for each stage of review and approval
- g) Responsibilities and accountabilities

5.1 Planning for Subgrant Awards and Selection of Subrecipients

The planning process for the identification and selection of sub-recipients during either the pre-award or post-award stage must include the following:

1. Establishment of a Decision Making Committee (DMC) or equivalent body.
2. Evaluation of potential sub-recipients based on defined Minimum Eligibility Requirements, Scope of Work, program competencies, cost considerations, and
3. Assign a multi-disciplinary team which is approved by the DMC (or equivalent body) to conduct due diligence assessment to an entity prior to signing of Subgrant award.

Depending on the results of the due diligence assessment and the scope of the program, an Organizational Capacity Assessment shall be completed to strengthen sub-recipient capacity in specific areas.

5.2 Preparation and Approval of Appropriate Subgrant Award Contracting Mechanisms

The CSSC standard Subgrant and subcontract templates must be used. Changes to the standard templates shall be reviewed and approved by the Executive Director.

Additional special provisions must be included in the Subgrant and subcontract when the results of the due diligence assessment identify high risk areas or concerns.

The total value of the Subgrant and subcontract, type of Subgrant and subcontract instrument and the results of the assessment will determine the level of official approval required. The Subgrant and subcontract Review and Approval Checklist shall be used to authorize relevant individuals to sign the Subgrant and subcontract. Refer to Appendix F. (Authorization Table).

5.3 Financial Management of Subgrant and subcontract

In order to disburse funds and record expenses against the approved Subgrant and subcontract s budget, all procedures required for funds disbursement shall be observed and adhered as per the terms and conditions of Subgrant and subcontract.

The Subgrant and subcontract shall identify the bank account of the sub-recipient to which funds are to be disbursed.

The Subgrant and subcontract shall clearly identify the payment terms and conditions. While the reimbursement method is preferred, Subgrant and subcontract advances are permitted up to a maximum of three months.

The financial reporting schedule and conditions should be specified in the Subgrant and subcontract and should permit the sub recipient office to meet complete, timely development partners, statutory and CSSC financial reporting requirements.

5.4 Subgrant and subcontract Implementation, Modifications, Monitoring and Reporting

CSSC shall monitor all Subgrant and subcontract according to:

1. program performance
2. the Subgrant and subcontract provisions (terms and conditions)
3. risks identified in the due diligence assessment
4. financial performance
5. compliance with development partners' rules and regulations

Monitoring activities shall be performed and documented for each Subgrant and subcontract. Corrective actions must be taken in the incidence of non-compliance, where applicable, monitoring activities should consider capacity improvement plans. Periodic reviews of monitoring results shall be conducted by a supervisory official (e.g., a member of the DMC, Senior Management Team (SMT)).

CSSC shall periodically evaluate the performance of Subgrant and subcontract towards the achievement of intended outcomes and contributions to CSSC's program strategy and impact.

Any changes to a Subgrant and subcontract should be in writing and the modification shall be signed by those persons from CSSC and the Sub recipient with the same level of authority as those who signed the original Subgrant and subcontract.

5.5 Closeout

Close-out Subgrant and subcontract with the sub recipient shall be according to CSSC policy, applicable procedures and /development partners' requirements. Closeout of activities and final reporting by the sub-recipient shall be completed prior to the close-out of the funding award.

5.6 Required Documentation

CSSC shall establish a file for documents to each Subgrant and subcontract s. Appendix C to this policy provides a list of the required documentation that must be included in each file.

5.7 Exceptions and Waivers

The Policy Owner and the Sponsor shall approve all exceptions and waivers to the Subgrant Management Policy both permanent and temporary.

5.8 References and Associated Policies

- Appendix A – Key Roles and Responsibilities
- Appendix B – Subgrant and subcontract s Life cycle
- Appendix C – Minimum Management Requirements (MMR)
- Appendix D - Required Documentation
- Appendix E – Selected Key Tools and Documents included in Subgrant Toolkit
- Appendix F – Authorization Table

6.0 APPENDIX A: KEY ROLES AND RESPONSIBILITIES

To ensure compliance the Executive Council is responsible for assigning roles and responsibilities to the Executive Director for managing Subgrant and subcontract. If the process begins in the pre- award phase, a transparent handover of these roles for the start-up and implementation phases shall be defined and carried out at the start-up phase.

Key Roles and Responsibilities

In order to ensure appropriate segregation of duties, Project/Program Management role may not have sole discretion for selection of sub recipients. The Decision Making Committee (DMC) must have the approval authority. As further defined below, the Decision Making Committee or appropriate supervisory official(s) involved in sub recipient selection decisions should include a line manager at least one level above the designated project/program manager role. In addition, for effective Subgrant and subcontract management accountability, the Subgrant and subcontract Management and Project/Program Management roles need to be defined and documented at the outset.

Executive Director

1. Nominate the Decision Making Committee
2. Approves Subgrant and subcontract
3. Reviews and approves any changes to the Subgrant and subcontract template.
4. Approves recommended sub recipients.
5. Approves significant modifications or terminations of Subgrant and subcontract.
6. Report to Executive Council on status of Subgrant and subcontract.

Senior Management Team (SMT)

1. Assigns Subgrant and subcontract Management and Program Management Roles.
2. Responsible for sub recipient selection decisions
3. Ensures high level monitoring and periodic reviews.
4. Ensures quality implementation and sub-recipient capacity building.
5. Ensures compliance monitoring, risk management and timely/accurate reporting

Decision Making Committee (DMC)

The committee has cross-functional supervisory body which consists of Senior Management Team, Program Accountant/Program Grant & Contract Officer and the Project Manager. DMC is responsible for managing sub-recipient selection process and Subgrant and subcontract(s) terms and conditions

1. Approves the sub recipient selection process.
2. Approves specific scopes of work to be included in Subgrant and subcontract.
3. Review Subgrant and subcontract
4. Recommend potential sub-recipients to Executive Director.
5. Review and recommend significant modifications or terminations of Subgrant and subcontract.

Project/Program Management

1. Plans and budget for Subgrant and subcontract under the respective project or program
2. Manages implementation of the program, project or agreement that the Subgrant

and subcontract contributes to.

3. Monitors Subgrant and subcontract programmatic terms and conditions.
4. Implements the Executive Director sub recipient selection decisions.

Subgrant and subcontract s Management

1. Performs due diligence assessment of sub-recipients.
2. As needed, through a cross-functional approach, conducts organizational capacity assessments.
3. Utilizing CSSC-approved templates provide Subgrant and subcontract to sub recipient, including all relevant terms and conditions.
4. Orients sub-recipients to the Subgrant and subcontract terms and conditions and negotiate final Subgrant and subcontract documents.
5. Ensures Subgrant and subcontract include special provisions, as necessary, as a result of the due diligence and capacity assessments.
6. Completes and secures approval of Subgrant and subcontract s Checklist for each Subgrant and subcontract s.
7. Prepares and submits Subgrant and subcontract documentation and required financial systems forms to the Finance and Accounting Unit.
8. Monitors Subgrant and subcontract administrative and financial terms and conditions including risks identified during the due diligence, and thereafter over the period of performance of the sub- award.
9. Builds capacity as applicable.
10. Ensures that responsibility is assigned and executed for creating and maintaining required documentation (in either award files or individual sub recipient files, as appropriate)
11. Secures necessary approvals in line with Appendix F of this policy.

Finance and Accounting Unit

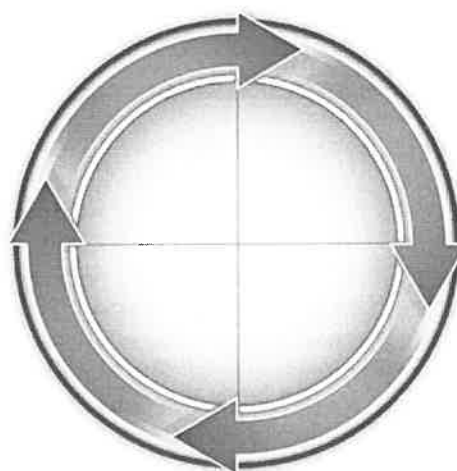
1. Perform Bridger Check of sub-recipient
2. Creates Subgrant and subcontract s Project IDs in financial system
3. Set up Budgets, Project IDs and other financial system data requirements
4. Enter Subgrant and subcontract data and update Subgrant and subcontract and project information in system
5. Executes financial transactions related to Subgrant and subcontract
6. Reviews and validates financial reporting and cash requests from sub recipients
7. Enter/Upload Subgrant and subcontract s modifications information
8. For USG funded Subgrant and subcontract, monitors and processes FFATA reporting requirements.
9. Enter/Upload closeout information.

These responsibilities may also apply to other staff members, depending on authorization levels and the roles and staffing assignments at a local level.

7.0 APPENDIX B: SUBGRANT AND SUBCONTRACT LIFE CYCLE

2. Start-up

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



3. Agreement implementation

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

4. Close out

- Lessons learned
- Final Reports
- Final audits and evaluations

8.0 APPENDIX C: MINIMUM MANAGEMENT REQUIREMENTS (MMR)

The Minimum Management Requirements (MMR) are quality standards for Subgrant and subcontract management. Guidelines, Toolkits and capacity building efforts support CSSC's realization of the standards over time.

A. Pre-Subgrant and subcontract:

1. Subgrant and subcontract management structure and costs shall be included in program design and budgets at the proposal stage and should include management oversight at various levels based on value of the agreements, risk environment and complexity of the program.
2. Selection process at pre-award stage shall include a pre-selection review against documented eligibility criteria and expressions of interest.

B. Subgrant and subcontract Start Up:

3. Roles and responsibilities should be agreed and documented at the outset of the Subgrant and subcontract management process.
4. A Decision Making Committee is established with a terms of reference defining its role within overall project management. The TOR must describe the decision making process the DMC will use to conduct business in keeping with CSSC's values and Code of Conduct and desire to promote transparent decision making. The DMC or appropriate supervisory official(s) involved in sub recipient selection decisions include a line manager at least one level above the designated project manager role.

C. Sub-recipient Assessment and Selection:

5. Selection of sub-recipients is a three-stage process which may occur pre-

award or after funding has been confirmed. The stages include:

- a) define the minimum eligibility requirements prior to identification of interested organizations
- b) a short listing of interested organizations against eligibility criteria and evaluations of expressions of interest; and
- c) a due diligence assessment to identify the potential risks of non-compliance involved in working with a specific sub recipient; as well as the special agreement provisions to manage these risks.

The due diligence assessment should be conducted before finalizing the selection and must be completed prior to signing a Subgrant and subcontract.

6. Design of the selection process and the specific scopes of work for potential sub-recipients should respond to the funding award including the stated program objectives, activities, deliverables, criteria for sub recipient selection and applicable development partners' rules, regulations and restrictions. If required, by development partners, prior-approval of sub recipients' selection is obtained before signing any Subgrant and subcontract agreement.
7. Due diligence should not be viewed as a one-time event, and it should inform Subgrant and subcontract contracting and sub recipient monitoring. Areas of risk identified in the assessment process are addressed through Subgrant and subcontract special provisions, such as payment methods, capacity improvement plans, and monitoring mechanisms.
8. Assessment process, tools, methods and areas assessed are relevant to the objectives of the award, specific development partners' requirements, and the assessment of potential risks and capacities. At a minimum the due diligence assessment includes: governance; program performance and capacity; management capacity; accounting systems; internal controls, and inherent risk.
9. Whenever possible, objectives for the award, including expected results, outputs, resource requirements and timelines, are identified prior to the assessment process and are clearly communicated to interested parties.
10. Short listed sub-recipients are informed of their selection status including reasons for selection/ non-selection based on approved selection criteria. Feedback is transparent and well documented.
11. A "Bridger check" must be performed of the proposed short-listed sub-recipients.

D. Subgrant and subcontract:

12. Subgrant and subcontract includes development partners' requirements for sub recipients, and any other special conditions arising from the assessment and selection process.
13. Subgrant and subcontract documents use standard CSSC formats. A deviation from the standard formats must be approved by the Executive Director.
14. Capacity improvement plans (based on CSSC's due diligence assessment results; maturity of the organization; and other program objectives) are developed and included as an attachment to the Subgrant and subcontract documents as required. Resources to support the plans are identified and included in budgets.

15. It is CSSC's responsibility that sub-recipients are oriented and provided training on relevant development partners and CSSC agreement terms and conditions.

E. Monitoring:

16. A monitoring process is established for each Subgrant and subcontract to provide reasonable assurance that program performance objectives are achieved and that activities are implemented in compliance with laws, development partners' regulations and special provisions of the Subgrant and subcontract s. This process includes the development of a Subgrant and subcontract s monitoring plan and implementation of monitoring activities.
17. Sub recipient monitoring plans are designed to monitor Subgrant and subcontract terms and conditions including:
 - a) Development partners "flow through" requirements;
 - b) Progress against program implementation plans;
 - c) Eligibility of individuals or groups receiving services or other benefits through the Subgrant and subcontract;
 - d) Budget, expenditures and cash flow;
 - e) Audit (including applicable development partners audit requirements and certifications); and
 - f) Other areas identified during the assessment and contracting stages.

Effective monitoring serves to identify strengths as well as areas of concern, and assists the sub recipient to solve problems and comply with program requirements.

18. Capacity improvement plans and other management action plans include clear benchmarks and indicators for measuring progress.
19. Sub-recipient monitoring and capacity improvement plans are shared and discussed with sub-recipients before they are finalized, to encourage transparency and mutual support.

CSSC should identify the applicable development partners' compliance requirements to the sub recipient in these plans.

20. High level monitoring and review conducted by the Program Director, preferably every 4-6 months, reviews the relationship with sub-recipients which cuts across individual project activities. This will help managers to have consistent monitoring and capacity building approaches with strategic partners and other subrecipients.
21. The monitoring process should include summary monitoring reports to the Decision Making Committee or appropriate supervisory officials every 6 months and an annual review of the monitoring plan with the sub recipient. For awards lasting over 2 years, sub recipient due diligence re-assessment (against initial award and selection criteria) and an evaluation of the Subgrant and subcontract monitoring process itself should be included in the mid-term evaluation process.
22. "Lessons learned" reviews should be included at end of award to inform future Subgrant and subcontract management approaches.

F. Closeout:

23. Closeout activities, timelines and requirements shall be identified during the startup phase and included in program implementation plans.
24. Subgrant and subcontract closeout including final reports shall be concluded prior to the close-out of the funding award.

9.0 APPENDIX D: REQUIRED DOCUMENTATION

- A.** Documentation on Subgrant as part of its Grant files system. Files must be retained according to CSSC file retention policy.
1. Roles and Responsibilities
 - Program Management and Agreement Management Roles documented in personnel files e.g. letters of appointments, scopes of works, job descriptions, or other documentation, as applicable.
 - Signed Code of Conduct/Conflict of Interest statements from each member of decision making committee or individual(s) involved in sub recipient selection decisions. Code of Conduct/Conflict of interest statements for CSSC employees who are committee members should be maintained in employee personnel files.
 2. Sub recipient Selection Process
 - Minimum Eligibility Requirements (MER) for selection
 - Invitations (requests for applications if applicable)
 - Approved short list with rationale for short listed candidates
 - Summary of due diligence including description of due diligence procedures performed, results and risk ranking.
 - Approved list of sub-recipients and brief justification for selection.
 3. Subgrant and subcontract Monitoring
 - Subgrant and subcontract starts up attendance register or other evidence of orientation
 - Sub recipient monitoring plan
 - Summary of issues/actions at periodic review meetings with senior staff (e.g. quarterly, trimester or annual reviews, dashboard reports, as appropriate)
- B.** Individual Sub recipient files should include the following documentation for each subgrantee.
- Anti-terrorism checks ("Bridger check" software results)
 - Sub recipient response to invitation or RFA, if applicable
 - Evidence that sub recipient meets Minimum Eligibility Requirements
 - Documentation of legal incorporation and registration or signatures of at least 2 members of the officers of the organization
 - Due Diligence Assessments for sub recipients
 - Initial and all revised Capacity Improvement Plans and recommendations, as applicable.
 - Organizational Capacity Assessments (as required for eligibility) and recommended organizational capacity development plans, as applicable.
 - Development partners' approval of sub recipient (as required)
 - Signed Subgrant and subcontract Review & Approval checklist
 - Signed Subgrant and subcontract with all attachments including defined scopes of work, activity plans and budgets
 - Subgrant and subcontract Modifications / Amendments
 - Sub recipient Financial and Program reports (interim and final)

- FFATA and ADS 591 Audit Report (as required) or audit reports as required
- Closeout documents such as closeout checklist, closeout notification letters

10.0 APPENDIX E: SELECTED KEY TOOLS AND DOCUMENTS INCLUDED IN SUBGRANT TOOLKIT

- Tool 1 - Minimum Eligibility Requirements Development (Recommended Tool)
- Tool 2 - Due Diligence Assessment (Recommended Template)
- Tool 3 - Sub agreement Review and Approval Checklist - Mandatory Tool
- Tool 4 - Preauthorization Letter Agreement Template (Long Form)
- Tool 5 - Preauthorization Letter Agreement Template (Short Form)
- Tool 6 - Subgrant Agreement Template
- Tool 7 - CSSC Standard Terms and Conditions
- Tool 8 - Simplified Subgrant Agreement Template (under Tshs 50mil)
- Tool 9 - Fixed Amount Agreement Sub agreement Guidance
- Tool 10 - Fixed Amount Agreement Sub agreement Template
- Tool 11 - Support Letter Template (Under Tshs 10mil)
- Tool 12 - Financial Report - Format Development & Financial Report
- Tool 13 - Performance Report - Format Development
- Tool 14 - Monitoring Plan Development - Recommended Tool
- Tool 15 - Site Visit - Performance Monitoring Procedures Development
- Tool 16 - Site Visit - Finance Admin Monitoring Procedures Development
- Tool 17 - Site Visit, Finance Admin Monitoring Report Format
- Tool 18 - Sub Agreement close out letter template
- Tool 19 - Sub Agreement Close-Out Checklist - Recommended Tool

11.0 APPENDIX F: AUTHORIZATION TABLE

Subgrant and subcontract (new and modifications)	Prepare & Review	Compliance Review	Subgrant and subcontract Checklist Approval	Subgrant and subcontract Signatory
All Subcontracts	1. Program Manager or Equivalent 2. Chief Accountant (finance review)	Decision Making Committee and Internal Auditor	Head of Department and Executive Director	Executive Director
Sub-grants Tshs 0 – Tshs 150,000,000	1. Program Manager or Equivalent 2. Chief Accountant (finance review)	Decision Making Committee and Internal Auditor	Head of Department and Executive Director	Executive Director
Sub-grants Tshs 150,000,001 and above	1. Program Manager or Equivalent 2. Chief Accountant (finance review)	Decision Making Committee and Internal Auditor	Head of Department and Executive Director	Executive Director

Minimum Eligibility Requirement Development

Objective

The objective of this activity is to assist CSSC staff with the elaboration of award-specific Minimum Eligibility Requirements (MER) or, in other words, the set of qualification that all potential sub-recipients must meet before CSSC can consider awarding them a subagreement. Minimum Eligibility Requirements are used by CSSC to evaluate potential sub-recipients during the short-listing process.

Background

MER may include

- All 'red flags' that will result in immediate elimination from consideration, such as criminal activity or known corruption.
- Qualifications needed to meet specific requirements (such as those stated in CSSC strategic program or partnership objectives) and /or local laws in the host country.
- Specific eligibility requirements stated in the terms and conditions of the Development Partner agreement under which the sub-agreements will be awarded. For example, some awards may restrict sub-agreements to locally registered non-profit organizations only.
- Specific technical qualifications needed to implement the sub-agreement activities and contribute to award objectives and outcomes.
- Minimum organizational, administrative and financial qualifications necessary for successful management of the subagreement.

Tasks

1. Review the following:
 - The **Evaluation and Assessment Criteria for Selection - EXAMPLES** in the TOOLKIT. This document provides examples of common MER. It also provides examples of common 'risk factors' that will be examined during the due diligence assessment. Please note the difference between MER and risk factors.
 - The **Scope(s) of Work** developed for each 'type' of sub-recipient on your project.
 - The answers provided on the **Project Start-Review of Development Partner Rules and Regulations** Questionnaire previously completed.
2. Based on the requirements stated in the documents above, identify the specific MER that must be included in a standardized Application Review Checklist for your project. This will include adding MER that are not provided in the examples given. See the Background section above for the characteristics of MER.
 - When identifying Minimum Eligibility Requirements keep in mind the fact that they are used to evaluate applicants (i.e. potential sub-recipients) in order to create a short-list. If an applicant does not fully meet one or more of the MER, they will not be short-listed and therefore not eligible to receive a sub-agreement.
 - If several 'types' of sub-recipients are included in an award, and each type will have a different role in award activity implementation, a different set of MER for each type may be necessary.
3. (Optional) If one expects to receive a large number of applications from potential sub-recipients who may all meet the identified MER, it may be useful to also develop a set of desired qualifications. Desired qualifications are very similar to MER; the only difference is

Minimum Eligibility Requirement Development

they are not mandatory. In other words, applicants who do not meet a 'desired' qualification may still be considered for selection, as long as they do meet all MER. The value of establishing 'desired qualification' is they can be used to select between multiple applicants who all meet the MER.

4. Redraft each identified MER (and desired qualification if applicable) as necessary to ensure
 - each MER applies specifically to your project, and
 - each MER is worded as a clear, objective statement (or question) that can be answered with a 'yes' or 'no'. Every attempt must be made to ensure MER are worded so as to avoid excessive interpretation which may result in evaluation errors.
5. Identify the method(s) to be used to evaluate whether or not an applicant meets each MER (for example, contacting references, reviewing submitted documents, etc.). In some cases, the most efficient method for the short-listing process will be to request applicants to submit a completed self-assessment or a **Self-Certification Questionnaire**. In such cases, further 'verification' of claims made in these submissions may be warranted during the due diligence assessment.
6. Finalize the list of identified MER (and desired qualifications if applicable) and ensure they are approved by the appropriate persons.

For further consideration:

Many Minimum Eligibility Requirements are 'award-specific' (for example those concerning requirements or technical qualifications), yet some are 'generic' in that they will apply to the selection of sub-recipients for all awards managed by the Country Office (for example those concerning 'red flags' or local laws). To save time during every sub-recipient selection process, the CO is advised to establish a set of specific MER to which award-specific MER can be added as needed.



Due Diligence Documentation for: _____

Date: _____

Prepared by: (list all names, positions) _____

Risk Area	Description/factors considered	Rating: (High (3); Medium (2); Low(1)	Analysis/Comments:
Governance	Legal status Executive Committee /Board Published annual report Decision making transparency Strategic Plan Annual Budget		
Program performance and capacity	Past performance undertaking activities relevant to this program Past program impact Past experience with CSSC Experience with target population Experience with this context/geography Past experience with donor funding this activity Ability to produce program report Ability to monitor activities and indicators Technical capacity		
Management Capacity	Staffing structure and levels (managerial, program/tech, finance, support) Stability/length of service of key staff Proximity to program populations/geography HR policies and procedures Ability to manage HR resources (e.g. volunteers, recruitment, time sheets, etc.). Policy or procedures to address harassment, prevention and protection against Sexual Exploitation & Abuse (PSEA), reporting procedures, confidentiality and whistleblower protection.		
Accounting System	Bank account Cash book General Ledger Fund accounting		

	Computerized system Finance Staffing Annual Budget Annual Financial Statements Annual Audit Financial reporting		
Internal Controls	Controls over cash Controls over non cash assets Offices/facilities Inventory management Managerial controls and approvals Administrative and Financial Policies and procedures		
Inherent Risk	Security environment Accessibility/Remote-ness of location Environment for fraud and corruption Legal environment Political environment		

Total Score: _____ (Low, Medium or High)
Risk Rating: _____
Documents reviewed (describe): _____
People interviewed (list names, positions): _____
Field Visit Conducted (locations, attach observations) if applicable: _____
Final Analysis/Conclusions of Due Diligence Assessment: _____

Prepared by: _____ Date: _____
Signature: _____
Reviewed/Approved by: _____ Date: _____
Signature: _____

Subagreement Review and Approval Checklist

Project ID:	Donor:
Project Name:	

I. GENERAL INFORMATION

Sub-Award Number:	PROJECT/FUND CODE:
Legal Name of Sub-Awardee:	
Type of Organization:	
Complete Address of Sub-Awardee:	
Currency/Amount Awarded to CSSC:	Currency/Amount of this Sub-Award:
Cost Share Amount by CSSC:	Sub-Award Cost Share Amount:
CSSC's ICR applied to Sub-Award:	Overhead applied in Sub-Award Budget:
Start Date of CSSC's Donor Agreement:	Start Date of Sub-Award:
Expiration Date of CSSC's Donor Agreement:	Expiration Date of Sub-Award:

II. PRE-AWARD REQUIREMENTS

Selection memo signed by Decision-Making Committee (DMC) attached: ☐ Yes ☐ No	
Due Diligence Assessment completed and attached, and discussed with Sub-Awardee: ☐ Yes ☐ No	
Check appropriate Risk Ranking: ☐ Low Risk ☐ Medium Risk ☐ High Risk	
Is there a need to add Special Conditions in the Sub-Award: ☐ Yes ☐ No	
Prime Donor Agreement is signed:	☐ Yes ☐ No
Sub-Awardee minimum eligibility requirements documented?	☐ Yes ☐ No
Bridger Check completed prior to Sub-Award and filed?	☐ Yes ☐ No
DUNS Number obtained and included (If award is USG)	☐ Yes ☐ No ☐ N/A
FFATA checklist obtained (if award is USG)	☐ Yes ☐ No ☐ N/A
Donor flow down clauses included	☐ Yes ☐ No ☐ N/A
Donor approval or verification that donor approval is not required documented	☐ Yes ☐ No
Sub-Award Monitoring Plan developed & attached	☐ Yes ☐ No
Does budget include 10% De Minimis rate under USG awards?	☐ Yes ☐ No
Accounting Basis (for cash sub agreements) and Period	
Check sub-awardee basis:	☐ Accrual ☐ Cash
Financial Year of the Sub-Awardee	Start month _____ End month _____
Proposal / Project Description	
Technical review of Sub-Award scope of work has been completed and approved ☐ Yes ☐ No	

Subagreement Review and Approval Checklist

Payment Method	
Check appropriate type:	☐ Cost reimbursement ☐ Advance/Reimbursement ☐ Performance based (Fixed Amount Award - FAA) ☐ In Kind ☐ Other (Describe) _____
Sub-recipient Status	
Sub-Awardee is US-based ☐ Yes ☐ No	

IV. APPROVALS

Prepared by Finance		
	Signature	Date

Approval Level 1 – (Up to Tshs 150,000,000)		
	Signature	Date

Approval Level 1 – (Tshs 150,000,000 or above)		
	Signature	Date

Approval Level 2 – (Subgrant 150,000,000 or above;		
	Signature	Date

Sub-awards (new and modifications)	Sub-award Checklist Approval	Sub-award Signatory
Subcontracts	Head of Department Executive Director	Executive Director
Approval Level 1: Sub-grants Up to Tshs 150,000,000	Head of Department Executive Director	Executive Director
Approval Level 2: Sub-grants Tshs 150,000,000 or above	Head of Department Executive Director	Executive Director

[CSSC Letterhead]

[Date]

[Name of Organization]

[Address of Organization]

RE: [Solicitation Name, Donor and Reference Number]

Dear _____:

Christian Social Service Commission. ("CSSC") and _____ [insert legal name] ("Subrecipient") will enter into good faith negotiations for the award of a subgrant agreement of _____ [insert donor name] funds for implementation of the _____ [insert project name and location].

In order not to delay the startup of the project, CSSC authorizes you to begin incurring reasonable, allowable, and allocable expenses up to Tshs _____ [insert amount] effective as of _____ [insert date]. This preauthorization is effective until the date of signing of the subgrant agreement or _____ [insert date], whichever comes sooner.

[ALTERNATIVE ONE: BRIEF AUTHORIZED ACTIVITIES] This authorization is limited to planning, project launch and other start up activities as follows:

- 1) _____ [Insert amount and brief description]
- 2) _____ [Insert amount and brief description]
- 3) _____ [Insert amount and brief description]
- 4) _____ [Insert amount and brief description]

[ALTERNATIVE TWO: DETAILED AUTHORIZED ACTIVITIES AND BUDGET] This authorization is limited to planning, project launch and other start up activities as set forth in the approved program budget found at **Attachment 1**. No budget line item shifts are allowable during the term of this preauthorization without CSSC's prior written approval.

Preauthorization expenses must be incurred consistent with this preauthorization, and the rules and regulations of the donor as found at **Attachment 2**. It is Subrecipient's responsibility to ensure compliance with donor requirements. Payment under this preauthorization shall be made by CSSC to the Subrecipient on a periodic reimbursement basis. Reimbursements shall be based on the amounts actually disbursed by the Subrecipient to carry out the activities described in this preauthorization and as documented pursuant to the Cash and Expenditure Status Report at **Attachment 3**. If at any time it is determined by CSSC or the donor that funds provided under this preauthorization have been expended for the purpose not in accordance with this preauthorization, Subrecipient shall promptly refund such amount to CSSC upon written request. All payments to Subrecipient under this preauthorization will be made by check or wire transfer to the following bank account:

Bank Name: _____ [insert name]
 Bank Address: _____ [insert address]
 Account No.: _____ [insert number]

SWIFT Code: _____ [insert number]
IBAN No.: _____ [insert number]

During the term of this preauthorization, Subrecipient will timely provide to CSSC all necessary program and financial information in order to comply with any donor financial and narrative reporting requirements. Subrecipient shall keep complete and accurate books of account and records relating to this preauthorization, and CSSC or its agents, during normal working hours, shall have full and free access to inspect, audit, and make extracts from such books and records. Neither party shall use the name, trademark, or logo of the other in any form of publicity or publically disclose information relating to the work hereunder without the other party's written consent. Subrecipient shall comply with all laws, regulations, and orders applicable to its performance hereunder.

Subrecipient assumes all liability for all loss, damage, cost and expense arising out of or in any way connected with the operation or performance of, or the failure to perform, any duty, obligation, or activity on the part of the Subrecipient, its subcontractor(s), agent(s), or employee(s) in connection with this preauthorization. A party ("Indemnitor") shall fully indemnify, hold harmless, and defend the other Party, its subsidiaries, and affiliates, and each of their respective officers, directors, employees, and agents, ("Indemnatee") from and against any and all third-party claims, demands, liabilities, and expenses (including reasonable attorneys' fees and disbursements, court costs, judgments, settlements and fines) that arise from or are in any way related to the negligence, recklessness, intentional wrongdoing, fraud, infringement or misappropriation of intellectual property, and/or breach of any obligation under this Agreement by Indemnitor and/or its subcontractor(s), agent(s), or employee(s).

Please indicate your acceptance of the terms and conditions of this authorization to incur Preauthorization costs by signing below and returning a pdf of the signed original by email to me. Please note that in the event of a conflict with any language translation of this document, the English language version shall prevail.

Sincerely,

[Name]
[Title]

AGREED TO, this ____ day of _____, 2021:

Name: _____
Title: _____
Organization: _____

**Attachment 1
Program Budget**

**Attachment 2
Donor Regulations**

[CSSC Letterhead]

[Date]

[Name of Organization]

[Address of Organization]

RE: [Solicitation Name, Donor and Reference Number]

Dear _____ [insert name]:

Christian Social Services Commission, Inc. (CSSC) and _____ [insert legal name] will enter into good faith negotiations for the award of a subgrant agreement of _____ [insert donor name] funds for implementation of the _____ [insert project name and location].

In order not to delay the start-up of the project, CSSC authorizes you to begin charging reasonable, allowable and allocable expenses up to Tshs _____ [insert amount] effective as of _____ [insert date]. This authorization is effective until the date of signing of the subgrant agreement or _____ [insert date], whichever comes sooner. Costs incurred pursuant to this letter will be reimbursed under the resultant subgrant agreement, which will supersede the terms of this preauthorization.

This authorization is limited to planning, project launch and other start up activities as follows:

- 1) _____ [Insert amount and brief description]
- 2) _____ [Insert amount and brief description]
- 3) _____ [Insert amount and brief description]
- 4) _____ [Insert amount and brief description]

If unforeseen circumstances prevent the issuance of the subagreement, CSSC is not responsible for reimbursing expenses during this start-up period. It is understood that the subgrant agreement will include rules and regulations of the donor, which requirements may or may not be referenced in the donor solicitation or proposal.

Please indicate your acceptance of the terms and conditions of this preauthorization by signing below and returning a signed original to me. In the event of a conflict with any language translation of this document, the English language version shall prevail. Please contact me if you have any questions.

Sincerely,
[Name]
[Title]

AGREED TO, this ____ day of _____, 2021:

Name: _____

Title: _____

Organization: _____

SUBAWARD AGREEMENT

THIS SUBAWARD AGREEMENT (the "Agreement"), effective the date the last Party signs it ("Effective Date"), is by and between the Christian Social Services Commission a nonprofit corporation organized under the laws of the United Republic of Tanzania doing in Tanzania ("CSSC"), and _____ [insert legal name of Subrecipient], a _____ [insert type of organization], DUNS number _____ [if funding is from the US Government] ("Subrecipient") (collectively the "Parties" or individually a "Party") pursuant to _____ [insert title of grant and grant number if available, and the Catalog of Federal Domestic Assistance (CFDA) number and name if funded by the US government] (the "Grant") made by _____ [insert name of donor] ("Donor") in connection with the implementation of _____ [insert name of project] (the "Project") awarded to CSSC on _____ [insert date].

The Parties enter into this Agreement in a spirit of partnership, declaring full and mutual commitment to the goals and agreed roles and responsibilities detailed herein, and agree as follows:

- 1) Purpose of Agreement. CSSC awards to Subrecipient the work described in the Scope of Work attached as **Attachment 1** (the "Scope of Work"). Funds under this Agreement shall be used exclusively for the purposes specified in this Agreement.
- 2) Term of Agreement. The Scope of Work shall be performed during the period _____ [insert start date] through and including _____ [insert end date, should be in advance of actual end date of Donor Agreement] (the "Term"), unless the parties otherwise agree in writing.
- 3) Agreement Amount.
 - a. Agreement Estimated Amount. The total estimated funds required for the entire life of the Project is Tshs _____ [insert amount] as shown on the Budget attached as **Attachment 2** (the "Budget"). In the event a Pre-Authorization Letter was signed by the Parties prior to this Agreement, the total Agreement Estimated Amount shall be inclusive of the funding amount set forth in that Pre-Authorization Letter.
 - b. Budget Line Item Flexibility. [insert Donor requirements or appropriate flexibility based on Due Diligence Review]
 - c. Prior approval requirements. [insert Donor requirements or appropriate requirements based on Due Diligence review]
 - d. Obligated Amount. Of the estimated funds, CSSC hereby makes available to Subrecipient up to Tshs _____ for expenditures for the Project during the Term. CSSC is not obligated to reimburse the Subrecipient for costs in excess of the Obligated Amount, including without limitation as a result of currency fluctuations. All funding under this Agreement, including any funding in addition to the Obligated Amount if later authorized in writing by CSSC, is contingent upon:
 - i. Availability of Funds from the Donor. Obligation from the Donor and Donor approval of any work plan and/or any related documentation.
 - ii. Satisfactory Progress. Subrecipient's satisfactory progress of the Project.

- iii. Compliance. Subrecipient's compliance with the terms of this Agreement, CSSC's Standard Terms and Conditions set forth in **Attachment 3**, to which the Parties agree, the Donor Requirements set forth in **Attachment 4**, and all applicable laws and regulations.

4) Approval of Specified Key Personnel [Choose one of the following:]

- a. [For USG award - When Key personnel is already hired] The following positions and listed personnel are designated as key and approved. Changes to the key personnel listed below must be approved by CSSC in writing:
 - i. List Positions and Names
- b. [For USG award - When key personnel are not yet hired] The following positions are designated as requiring approval. Subrecipient agrees that written approval from CSSC is required before hiring and making changes to the personnel for the following positions.
 - i. List Positions
- c. Insert specific Donor requirements regarding hiring and changes to project staff

5) Indirect Cost. [select one of the following four options, and delete the other three.]

- a. No indirect costs will be incurred in implementing this sub award.
- b. [For USG Funding Only] Subrecipient elects to charge the De Minimis rate of 10% of the Modified Total Direct Costs (MTDC) during the term of this sub award. Subrecipient agrees that costs must be consistently charged as either direct or indirect but should not be charged as both.
- c. [For USG Funding Only] Allowable indirect costs shall be reimbursed on the basis of the negotiated provisional or predetermined rates between the Subrecipient and the US Government attached to this Agreement.
- d. Allowable indirect costs shall be reimbursed based on the following as approved by the donor and CSSC. Subrecipient agrees that costs must be consistently charged as either direct or indirect but should not be charged as both:

6) Payment. [select only one of the three payment methods provided in subsection a) below, and delete the remaining two]

STANDARD OPTION 1:

- a. Standard Cost Reimbursement.
 - i. Payments under this Agreement shall be made to the Subrecipient on a monthly Standard Cost Reimbursement basis. Reimbursements shall be based on the amounts actually disbursed by the Subrecipient to carry out the activities described in the Scope of Work and as documented pursuant to the Cash and Expenditure Status Report submitted by Subrecipient in the format of **Attachment 5** to this Agreement.

- ii. CSSC shall release each Standard Cost Reimbursement within 30 days of CSSC's receipt, reconciliation, verification, and approval of each Cash and Expenditure Status Report; provided, however, CSSC shall release the Final Reimbursement, as defined below, to the Subrecipient within 30 days of CSSC's receipt, reconciliation, verification, and approval of Subrecipient's final Cash and Expenditures Status Report for disallowed costs and confirmation that the Scope of Work has been completed to CSSC's reasonable satisfaction.

EXCEPTIONAL OPTION 1

- b. Exceptional Initial Disbursement followed by Standard Cost Reimbursement.
 - i. CSSC shall provide Subrecipient a one-time initial cash disbursement. The initial disbursement shall represent estimated needs for the first two-month period of the Term (the "Initial Disbursement Period") and will be based on actual, verified, and immediate Subrecipient requirements in carrying out the approved activities during the Initial Disbursement Period.
 - ii. CSSC will make subsequent payments on a monthly Standard Cost Reimbursement basis. Reimbursements shall be based on the amounts actually disbursed by the Subrecipient to carry out the activities described in the Scope of Work and as documented pursuant to the Cash and Expenditure Status Report submitted by Subrecipient in the format of **Attachment 5** to this Agreement.
 - iii. CSSC shall release each Standard Cost Reimbursement within 30 days of CSSC's receipt, reconciliation, verification, and approval of each Cash and Expenditure Status Report; provided, however, CSSC shall release the Final Reimbursement, as defined below, to the Subrecipient within 30 days of CSSC's receipt, reconciliation, verification, and approval of Subrecipient's final Cash and Expenditures Status Report for disallowed costs and confirmation that the Scope of Work has been completed to CSSC's reasonable satisfaction.

EXCEPTIONAL OPTION 2

- c. Exceptional Disbursement Basis followed by Cost Reimbursement for the Final Payment. CSSC shall make payments under this Agreement on an Exceptional Disbursement Basis as follows:
 - i. CSSC shall provide Subrecipient an initial disbursement limited to the minimum amount necessary to meet current disbursement needs for the first two months of the Term. Any and all subsequent one-month disbursements shall be based on actual, verified, and immediate cash requirements of the Subrecipient in carrying out the activities described in the Scope of Work.
 - ii. But for the Final Payment, as defined below, CSSC shall release each disbursement within 30 days of CSSC's receipt, reconciliation, verification, and approval of each prior periodic financial report required under this Agreement, less any unspent balance from previous disbursements.
 - iii. CSSC will make the Final Payment on a Standard Cost Reimbursement basis. Final Payment shall be based on the amounts actually disbursed by the Subrecipient to carry out the activities described in the Scope of Work during the last phase(s) of the Project. CSSC shall release the Final Payment within 30 days of CSSC's receipt, reconciliation, verification, and approval of Subrecipient's final report for

disallowed costs and confirmation that the Scope of Work has been completed to CSSC's reasonable satisfaction.

- iv. Subrecipient shall hold all cash disbursements in an interest-bearing account if required by the Donor, and any income generated will be used exclusively for the purpose of implementing the Project under the terms of this Agreement.
 - v. No subsequent disbursement(s) will be made until verified financial reports required under this Agreement confirm that Subrecipient has spent at least 75% of the prior disbursement amount.
- 7) Currency Fluctuations. CSSC will fund this Agreement in the currency specified in section 3 "Agreement Amount." For transactions incurred in any other currency, Subrecipient must use exchange rates based on its internal accounting policy consistent with Generally Accepted Accounting Principles. If the Subrecipient has no written policy, Subrecipient must use _____ [insert basis of exchange rate to be used]. Both parties agree that CSSC is not obligated to increase Obligated Amount due to exchange losses. If exchange losses result in an additional funding requirement or reduction of Scope of Work, subject to Subrecipient's satisfactory performance and mutual agreement by both parties, CSSC will submit additional funding request or change of scope to the Donor for approval.
- 8) Adjustments. In the event CSSC determines Subrecipient owes CSSC certain amounts under this Agreement, CSSC may set off outstanding amounts against payments to the Subrecipient under this Agreement.
- 9) Responsibility for Disallowed Costs. If an audit by CSSC or the Donor occurring during or after the Term of this Agreement determines that funds provided under this Agreement have been expended for a purpose not in accordance with the terms and conditions of this Agreement, Subrecipient shall promptly pay such amount to CSSC upon written request from CSSC. CSSC shall also have the right to deduct the amount of the disallowed costs from any subsequent payment made to Subrecipient. Subrecipient's responsibility for disallowed costs as set forth in this Section shall survive the expiration or termination of this Agreement.
- 10) Bank Account. All payments to Subrecipient under this Agreement will be made by wire transfer to the following bank account:
- i. Bank Name: _____ [insert name of financial institution]
 - ii. Bank Address: _____ [insert address of financial institution]
 - iii. Account Name (legal name): _____ [insert name of beneficiary/account holder]
 - iv. Account No.: _____ [insert number]
 - v. SWIFT/BIC Code: _____ [insert code]
 - vi. IBAN Code: _____ [insert code]
 - vii. Any change in the bank account will require prior approval from CSSC.
- 11) Cost Share [select one of the following two options and delete the other.]
- a. This Agreement does not require the Subrecipient to contribute cost sharing/matching funds.

- b. This Agreement requires the Subrecipient to provide cost sharing/matching funds. Pursuant to the Budget, Subrecipient shall contribute from its own funds or resources the equivalent of ____% (____ percent) [insert appropriate percentage] of total amounts disbursed by CSSC under this Agreement [if not a percentage amount, reference a specific amount]. Actual cost share contribution are subject to Donor approval. Subrecipient agrees that actual cost share disallowed by the Donor may result to reduction of Obligated Amount as per Donor regulations or any other Donor requirement.

12) Reporting and Evaluation. All reports submitted by Subrecipient shall be in a format and contain content acceptable to CSSC and as may be required by the Donor.

- a. Program Performance Reports. Within ____ [insert number] calendar days after the end of each _____ [insert appropriate period, such as month or quarter], Subrecipient shall submit, preferably in electronic form, narrative progress reports to CSSC that succinctly provide the following information:
 - i. Description of results of the Project that are required for the reporting period compared against results established in the Scope of Work
 - ii. Reasons why established results were not achieved, if applicable; and,
 - iii. Analysis and explanation of cost overruns or high unit costs, if applicable.
- b. Special Reports. CSSC must be notified immediately of developments that may have a significant impact on activities of the Project, including without limitation as to security or reputation of Subrecipient, CSSC or another Subrecipient organization. Further notification must be given in case of problems, delays or adverse conditions that may materially impair Subrecipient's ability to meet the objectives of this Agreement. Subrecipient shall also promptly notify CSSC of any instance of suspected or actual fraud and potential or actual conflicts of interest while undertaking activities related to this Agreement. These notifications must include a statement of the action taken or contemplated and any assistance needed to resolve the situation.
- c. Monitoring. Subrecipient consents to any monitoring that CSSC may reasonably require, including site visits, periodic reviews, audits, and other monitoring activities or requirements. Subrecipient agrees to take timely and appropriate action on all deficiencies identified as a result of these monitoring activities. CSSC reserves the right to issue corrective action based on the nature of the findings.

13) Financial Reports. Within 10 calendar days after the end of each month, Subrecipient shall submit to CSSC, preferably in electronic form, a completed Cash and Expenditure Status Report in the form attached at **Attachment 5** or some other format which may from time to time be approved by CSSC, together with any other financial reports reasonably requested by CSSC or required by the Donor. Each report must be acceptable to CSSC, and must indicate:

- a. the amount budgeted for each line item, the amount expended against each line in the Budget as of the date of the report, and the resulting balance remaining in each line; and
- b. Grant funds received during the period of the report, the amount of expenditures against such funds; the purpose of expenditures of such funds, and the balance of funds remaining and unspent.

- 14) Equipment, Property and Supplies. Title to property and equipment shall vest with the _____ [insert whether Donor, CSSC or Subrecipients name]. Subrecipient agrees to use the property in a reasonable and responsible manner and only for activities required in this Agreement. Subrecipient shall use, maintain, insure, account for and comply with the Donor's requirements on property, equipment and supplies as shown in Attachment 4.
- 15) [If USAID Donor only] Geographic Code. The authorized geographic code for procurement of goods and services under this agreement is 9XX. Subrecipient shall comply with Standard Provisions on USAID Eligibility Rules for Goods and Services.
- 16) Special conditions. Special conditions may be added to this Agreement, along with the reason why the additional requirements are being imposed, the nature of any corrective action needed, the time allowed for completing the corrective actions, and the method for requesting reconsideration of the additional requirements imposed. Any special conditions will be promptly removed in writing by CSSC once the conditions that prompted them have been corrected.

The following additional conditions are required in implementing this Agreement: [List additional conditions necessary based on risk assessments performed on the sub recipient, refer to the list of risks and special conditions in the Sub agreement toolkit]:

- 17) Audit. Subrecipient shall comply with annual audit if required by the Donor and submit audit report to CSSC as necessary as per Donor requirements.
- 18) Closeout. At the end of the performance period, the sub recipient must complete all applicable administrative actions and required work in this sub award. This section specifies the actions that the Subrecipient must take to complete the close-out process at the end of the period of performance.
- a. Submit final reports. Within ____ [insert number] calendar days after the termination or expiration date of this Agreement, Subrecipient shall submit to CSSC a final report describing the Project's final financial status and a detailed summary of Subrecipient's activities and results, including an assessment of progress made toward accomplishing the results, the significance of these activities, any important research findings, any comments and recommendations and additional information CSSC or Donor may reasonably request.
 - b. When any equipment or supplies are no longer needed, or at the end of the Term, whichever is earlier, Subrecipient shall request and comply with disposition instructions from CSSC.
 - c. [Delete if sub award does not include cost share] CSSC will adjust the Agreement amount if the Subrecipient did not meet required cost share level.
 - d. CSSC will issue final payment as outlined in the section "Payment". In case CSSC is entitled to a refund including adjustment in Agreement amount as per item c of this section,

Subrecipient agrees that it will promptly refund any balances of unobligated cash that CSSC paid in advance or paid and Subrecipient is not authorized to retain.

- e. [Delete this section if sub award does not authorize provisional indirect cost] CSSC and Subrecipient shall agree on reasonable final indirect cost rates to be included in the final financial report. Once a final indirect cost rate is agreed upon, CSSC and Subrecipient agree that such rate will be considered final for this Agreement only, and acknowledge that this in no way affects any other agreement between CSSC and Subrecipient and that the final rate is subject to Donor approval.

19) Termination and Suspension.

- a. Termination by CSSC. CSSC may terminate or suspend this Agreement at any time, in whole or in part if (1) CSSC determines Subrecipient materially fails to comply with the terms and conditions of this Agreement; (2) the Donor, for any reason, fails to fund, terminates or suspends the Grant or that portion of the Grant relating to Subrecipient's activities; (3) the Subrecipient is unable to carry out the purposes of this Agreement in a satisfactory or timely manner in the reasonable judgment of CSSC; (4) any act or omission of Subrecipient exposes CSSC to reputational harm and/or liability in the reasonable judgment of CSSC; or (5) by written notice, CSSC may end this Agreement when it is necessary, such as: due to changes in program direction or donor wishes. CSSC shall pay for services or activities rendered up to the effective date ending the Agreement.
- b. Termination by Subrecipient. This Agreement may be terminated, in whole or in part, by the Subrecipient if the Subrecipient determines that CSSC materially failed to comply with the terms and conditions of this Agreement. In the case of partial termination, if CSSC determines that the reduced or modified portion of this Agreement will not accomplish the purposes for which the award was made, CSSC may terminate the Agreement in its entirety.
- c. Mutual Agreement. The Parties may mutually agree to terminate the Agreement at any time, in whole or in part, upon such terms and conditions as may be agreed between them.
- d. Opportunity to Cure. Prior to a termination or suspension under 19(a)(3), 19(a)(4) or 19(b), the terminating Party will provide advance written notice to the other Party describing the deficiency(ies) and a 30-day opportunity within which to cure the deficiency(ies) to the notifying Party's reasonable satisfaction. Advance notice is not required for any other termination or suspension and may be effective immediately.
- e. Minimization of Expenditures and Obligations. Upon receipt of and in accordance with any termination notice, the Subrecipient shall take immediate action to minimize all expenditures and obligations funded under this Agreement and cancel such obligations whenever possible. Except as may explicitly be authorized in writing, the Subrecipient shall not incur costs after receipt of a notice of CSSC intent to terminate.

- f. Return of Funds. Within 60 days after the effective date of termination, Subrecipient shall repay to CSSC all unexpended program funds that are not otherwise obligated by a legally binding transaction applicable to this Agreement.

20) Include this clause if the Donor agreement contains a force majeure clause. Consult with AMS or Legal for assistance in ensuring alignment with donor language. Force Majeure. Neither Party shall be responsible for performance delays, acts or omissions resulting from events beyond its reasonable control (each a "Force Majeure Event"), including without limitation acts of nature, catastrophic emergency, civil unrest, extraordinary government action, power or utility failures, strikes or other labor disturbances. The affected Party shall provide the other Party written notice within seven (7) days of a Force Majeure Event and keep the other Party advised during the duration of the Force Majeure Event. Either Party may suspend or terminate this Agreement if the Force Majeure Event continues thirty (30) days or more:

21) Order of Precedence. In the event of a conflict or an inconsistency between provisions of this Agreement, the conflict or inconsistency will be resolved by giving precedence in the following order: The sub-awards Agreement Terms and Conditions; Attachment 2 Budget; Attachment 1 Scope of Work; Attachment 3, CSSC Standard Terms and Conditions; and Attachment 4, Donor Regulations.

22) Contact Persons. Reports and notices shall be submitted to the following contacts, or as each Party may revise in writing from time to time:

For CSSC:	For Subrecipient
Name:	Name:
Title:	Title:
Address:	Address:
Address:	Address:
Country:	Country:
Telephone:	Telephone:
Email:	Email:

IN WITNESS WHEREOF, each Party's authorized signatory has signed below.

CHRISTIAN SOCIAL SERVICES COMMISSION (CSSC).

[INSERT LEGAL NAME OF SUBRECIPIENT]

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

ATTACHMENTS:

Attachment 1: Scope of Work

Attachment 2: Budget

Attachment 3: CSSC Standard Term and Conditions

Attachment 4: Donor Regulations

Attachment 5: Cash Expenditure Report

Attachment 1
Scope of Work

[In order to ensure program accountability, insert detailed and sufficient information and/or materials to specifically identify Subrecipient activities, project deliverables, and deadlines. This may include logframes and detailed implementation plans known or later added to this Attachment 1 by way of modification.]

Attachment 2
Budget

Attachment 3
Subaward Agreement
CSSC Standard Terms and Conditions

Attachment 4
Donor Provisions

Attachment 5
Cash and Expenditure Status Report

CSSC Standard Terms and Conditions

- 1) Relationship of the Parties. The Parties are independent contractors of each other, and nothing in this Agreement creates an employer/employee, partnership, agency, or joint venture relationship. Neither Party has authority to enter into any agreement in the name of the other, or to create or assume any obligation of any kind, express or implied, on behalf of the other, except as specifically provided in this Agreement.
- 2) Ownership of Work. Unless otherwise limited by Donor requirements or the Subgrant Agreement, (a) all right, title, and interest in and to the Work (as defined below) shall vest with CSSC, (b) each Party will take any actions, approved by CSSC and at its expense, required to protect CSSC's right in the Work, and (c) upon request, Partner shall provide CSSC all originals, copies, or other media containing or comprising the Work. "Work" shall include all deliverables provided to CSSC under this Agreement, as well as data, materials, documents, files, notes, and summaries referenced by, included within, and/or concerning the deliverables, and any copies thereof. Notwithstanding the foregoing, the Parties acknowledge that each Party created, acquired, or otherwise obtained rights in certain intellectual property prior to this Agreement and independent of this engagement, including concepts, ideas, methods, methodologies, processes, know-how, and techniques; trade names and logos; software and websites; and data, documentation, and proprietary information ("Preexisting IP"). Such Preexisting IP is and shall remain the sole and exclusive property of the owner; provided however, Partner grants to CSSC a paid-up, global, royalty-free, perpetual, and nonexclusive license to use any of Partner's Preexisting IP that is included in the Work.
- 3) Confidential Information. Neither Party shall disclose Confidential Information (as defined below) of the other Party to any third party or make use of such Confidential Information for its own purposes and/or for any purpose unrelated to this Project without the disclosing Party's prior written consent. Confidential Information shall include information specifically designated confidential by the owner or that the receiving party knows or reasonably should know is not generally known to the public. The obligations of confidentiality shall not apply to any information which: a) at the time of disclosure is in the public domain; b) is already known and in the possession of the receiving party, as shown by written records; c) is rightfully received by the receiving Party from a third party without restriction of use; d) is independently developed by the receiving Party without use of or reliance on the disclosed information; or e) is required to be disclosed to a Governmental agency or court of law by order or decree, provided the disclosing Party has been provided notice and a reasonable opportunity to defend against such disclosure. The receiving Party shall exercise the same degree of CSSC to prevent unauthorized use or disclosure of the disclosing Party's Confidential Information as it normally takes to prevent the unauthorized use or disclosure of its own Confidential Information. The receiving Party agrees to immediately return (or certify destruction of, if preferred by the disclosing Party) and not retain copies of the disclosing Party's Confidential Information upon the termination of this Agreement or applicable Scope of Work and/or upon the disclosing Party's request.
- 4) Ownership and Return of CSSC Property. Information, documents, materials, and/or data created, produced, and developed (or otherwise owned) by CSSC ("CSSC Property") that CSSC provided to Partner shall remain the sole and exclusive property of CSSC. CSSC grants to Partner a limited, non-exclusive, non-transferable, fully paid license during the term of this Agreement to use CSSC Property solely for the purpose of, and only to the extent necessary for Partner to provide the services in

accordance with this Agreement. Partner may not use CSSC Property for any other purpose. Unless otherwise agreed to by CSSC in writing, Partner agrees to promptly return to CSSC and not retain any CSSC Property in Partner's possession upon the termination of this Agreement or applicable Scope of Work and/or upon CSSC's request.

5) Warranties.

- a) Work Standards. Partner represents, warrants, and covenants that Partner, as well as any of Partner's subcontractors, subgrantees, agents, or employees performing the services, is qualified and willing to perform the services described herein in accordance with the highest standards of the Partner's profession or craft and to the reasonable satisfaction of CSSC.
 - b) Services/Deliverables. Partner represents, warrants, and covenants that the services and any deliverable(s) shall operate in accordance with the terms of this Agreement, any relevant Scope of Work, and all specifications and other documentation provided by Partner to CSSC. Further, Partner represents, warrants and, covenants that the services and any deliverable(s) will conform to the specifications therefor and CSSC's requirements, and Partner shall promptly correct and repair, at no additional cost to CSSC, any defect, malfunction or non-conformity that prevents such services and/or deliverables from conforming and performing as warranted.
 - c) Non-Infringement. Partner represents, warrants, and covenants that neither the work described herein nor any deliverable provided to CSSC shall infringe upon or violate the rights, including without limitation the intellectual property rights, of any third party. Partner acknowledges CSSC shall not be responsible for payment for work found to be infringing upon or violating such rights.
 - d) Conflict of Interest. Partner acknowledges and agrees that nothing herein shall prevent Partner from concurrently working for others, unless limited by the Subgrant Agreement. Partner represents, warrants, and covenants, however, he/she/it has no other agreements, relationships, or commitments to any other person or entity that conflict with Partner's obligations to CSSC under this Agreement. Partner further agrees that he/she/it is obligated to immediately inform CSSC of any agreements Partner may later enter that may conflict with Partner's obligations under the Agreement.
- 6) Books and Records. Partner shall keep complete and accurate books of account and records relating to this Agreement and providing a basis for the invoice statements to CSSC. During the term of this Agreement (including renewals and extensions, if any), and for seven (7) years thereafter, CSSC or its agents, with reasonable prior notice and during normal working hours, shall have full and free access to inspect, audit and make extracts from such books and records.
- 7) Use of Name, Trademark, or Logo. Neither Party shall use the name, trademark, or logo of the other in any form of publicity relating to the work under this Agreement without the other Party's written consent.
- 8) Compliance with Laws. This Agreement is contingent on each Party complying with all laws, regulations, and orders, including without limitation, obtaining valid and current registration(s) and approval(s) from all applicable government authorities required for its performance under this Agreement.
- 9) Conduct. Partner shall comply with industry best practices to avoid exploitation of child labor; comply with all applicable anti-slavery and human trafficking laws and/or regulations, including without

limitation, the United Kingdom's Modern Slavery Act of 2015; and shall not discriminate on the basis of race, ethnicity, religion, national origin, gender, age, sexual orientation, marital status, citizenship status, disability, or military status. Partner shall also not carry on propaganda or try to influence legislation of any government except as specifically provided in this Agreement, and shall not participate or intervene in any political campaign for or against any candidate for public office.

- 10) Protection from Sexual Exploitation and Abuse. CSSC does not tolerate any activity that may constitute or result in the sexual exploitation or abuse of the vulnerable adults or children CSSC supports through its work. In the event Partner's work under this Agreement involves interaction with CSSC's program participants. Partner to: (a) take preventive measures, including requiring compliance by subcontractors, subgrantees, agents, and employees, (b) promptly report any actual or suspected violation to CSSC, and (c) take appropriate corrective measures when necessary.
- 11) Fraud and Corruption. CSSC does not tolerate fraud and corruption, and we expect the same from everyone with whom we work. Partner shall maintain and comply with written codes of conduct and policies and procedures that protect against any form of fraud and corruption, bribery, kickbacks, and conflicts of interest. Upon request, Partner shall share with CSSC its applicable codes of conduct, policies and procedures. Partner shall promptly inform CSSC in writing of any instance of actual or suspected fraud or corruption related to its work hereunder and shall timely respond to and fully cooperate with any investigation CSSC, in its discretion, or any donor, may require.
- 12) Anti-Terrorism Certification. Each Party certifies that it has not provided and will not provide during the Term support or resources of any kind to any individual or entity that it knows or has reason to know advocates terrorism and/or engages in terrorist activity in violation of applicable law.
- 13) Subcontractors, Subgrantees, Agents, or Employees. Partner shall ensure that Partner and his/her/its subcontractors, subgrantees, agents, and employees comply with each of the promises and obligations set forth in Sections 8-12.
- 14) Immediate Termination. Should CSSC reasonably determine that Partner and/or his/her/its subcontractor(s), subgrantee(s), agent(s), or employee(s) failed to comply with any promise or obligation set forth in Sections 8-13, such non-compliance shall be treated as a Partner's material breach of this Agreement, and CSSC shall be entitled to terminate this Agreement with immediate effect.
- 15) Assumption of Liability. Each Party assumes all liability for all loss, damage, cost and expense arising out of or in any way connected with the operation or performance of, or the failure to perform, any duty, obligation, or activity on that Party's part, its subcontractor(s), subgrantee(s), agent(s), or employee(s) in connection with this Agreement. Each Party recognizes that activities associated with the Agreement may expose Partner and its personnel, vendors, and/or agents to both direct and indirect safety and security risks. Each Party is solely responsible to ensure that adequate measures are taken to provide for the safety and security of anyone working on its behalf and/or direction. Neither Party will provide any assistance or support to the other in the area of safety and security without the prior express written agreement.

- 16) Indemnification. A Party ("Indemnitor") shall fully indemnify, hold harmless, and defend the other Party, its subsidiaries, and affiliates, and each of their respective officers, directors, employees, and agents ("Indemnitee") from and against any and all third-party claims, demands, liabilities, and expenses (including reasonable attorneys' fees) that arise from or are in any way related to the negligence, recklessness, intentional wrongdoing, fraud, infringement or misappropriation of intellectual property, and/or breach of any warranty and/or obligation under this Agreement by Indemnitor and/or its subcontractor(s), subgrantee(s), agent(s), or employee(s).
- 17) Non-Waiver. Failure by either Party to insist upon strict compliance with any of the terms of this Agreement shall not be deemed a waiver of such terms, nor shall any specific waiver or relinquishment be deemed a blanket waiver or relinquishment of such right or power. No waiver shall be binding unless in writing and signed by the Party granting the waiver.
- 18) Dispute Resolution.
- a) Dispute Resolution. Any Dispute related thereto shall be construed and governed in accordance with the laws of the United Republic of Tanzania.
 - b) Pre-Dispute Negotiation. Prior to commencing arbitration or litigation, the Parties will first attempt in good faith to resolve the Dispute through confidential negotiation for a period of forty-five (45) calendar days. Such negotiation shall be between the Parties' senior management, each of whom must have authority to settle the Dispute.
- 19) Entire Agreement. This Agreement states the complete agreement of the Parties and supersedes any prior or contemporaneous agreements, whether oral or written, with respect to the subject matter of this Agreement. Any modification to this Agreement must be in writing and signed by authorized representatives of both Parties. The provisions of this Agreement that are intended by their nature to survive expiration or termination of this Agreement shall survive the expiration or termination of this Agreement. If any provision of this Agreement is found invalid, illegal or unenforceable, then the validity, legality and enforceability of the remaining provisions of this Agreement will not in any respect be affected or impaired thereby. In the case of any inconsistency or discrepancy between any translated version of this Agreement and the English language version, the English language version shall prevail. This Agreement may be executed in counterparts, each of which shall be deemed an original, but all of which shall constitute one and the same instrument. The Parties are entitled to rely on a counterpart executed and delivered electronically to the same extent as a counterpart with an original signature.
- 20) Subgrants / Subcontracts / Assignment. Partner shall not subgrant/subcontract any portion of its performance without the prior written consent of CSSC, except as set forth in the Agreement. Notwithstanding the foregoing, Partner may enter contracts with third parties as required to conduct its normal operations and on customary business terms without the consent of CSSC. Partner always assumes sole and full responsibility for the acts and omissions of any such subgrants/subcontracts and shall retain all responsibility under this Agreement as if such subgranted/subcontracted activities were performed by Partner. Partner shall not transfer or assign its interest in this Agreement in whole or in part without the prior written consent of CSSC. All terms and conditions of this Agreement shall be binding upon the respective Parties hereto, their personal representatives, successors, and assigns.

Instructions
Simplified Subgrant Template

[Delete this page – for CSSC Internal Use Only]

- 1) Planning and Documentation Required. This form is only for subgrant relationships that **will not exceed a total of Tshs 50,000,000 over life of an award when partner activities are general in nature and not easily measured or priced**. Strong consideration should be given for use of a fixed amount (sub)award (FAA) as an alternative to a simplified grant. Subrecipient activities should be described and attached in a program description and budget detailing the activities of the subrecipient. CSSC's monitoring activities under a simplified grant are consistent with what is required in a traditional subgrant.
- 2) Donor Approval. The use of this form may require prior approval from the donor.
- 3) Method of Payment. This template envisions the initial disbursement of funding to the partner for immediate needs of 30 days, with subsequent payments being made on a reimbursement basis. CSSC discourages payment on a fully disbursement (advance) basis.
- 4) Procurement of Goods and services: The subrecipient will not purchase goods and services unless authorized in the sub award but is not allowed to purchase any single item that has a useful life over one year and a cost of Tshs 5,000,000 or more.
- 5) Additional Provisions. Depending on operational circumstances, location, program and donor requirements, and risk, you may need to insert additional terms and conditions.
- 6) Attachment 3. If this is a US Government funded sub-agreement, the appropriate U.S. Agency's (USAID awards through FFP, USAID and OFDA awards, BPRM/Department of State, and Center for Disease Control-CDC) standard terms and conditions must be attached.
- 7) If this is a USAID funded subagreement, the sub recipient is required to sign pre-award certifications. These certifications can be found in this link: [USAID pre-award certifications](#).
- 8) Subgrant Policies and Toolkits. Consult the CSSC USA Sub-Agreement Compliance Management Guide for policy and guidance.

[To be printed on CSSC letterhead]

[insert date here]

Mr./Ms. [insert name of partner contact person]
[name of organization]
[address of organization]

SUBJECT: Subgrant No. [] ("Grant")

Dear Mr./Ms. [contact person's name]:

THIS SUBAWARD AGREEMENT (the "Agreement"), effective the date the last Party signs it ("Effective Date"), is by and between the Christian Social Services Commission a nonprofit corporation organized under the laws of the United Republic of Tanzania doing in Tanzania ("CSSC"), and [insert legal name of Subrecipient], a [insert type of organization], DUNS number [] [if funding is from the US Government] ("Subrecipient") (collectively the "Parties" or individually a "Party") pursuant to [insert title of grant and grant number if available, and the Catalog of Federal Domestic Assistance (CFDA) number and name if funded by the US government] (the "Grant") made by [insert name of donor] ("Donor") in connection with the implementation of [insert name of project] (the "Project") awarded to CSSC on [insert date] and is contingent upon availability of funds from the Donor, satisfactory progress by the Subrecipient, and compliance with this Agreement.

Funds are to be used only for those activities described in **Attachment 1** and pursuant to this subgrant. Additionally, Subrecipient must follow the terms and conditions set forth in **Attachment 2** and **Attachment 3**, and any other requirements reasonably required in writing by CSSC. Any modification to the Agreement must be in writing and signed by an authorized representative.

CSSC agrees to provide the Subrecipient a one-time initial cash disbursement representing estimated needs for the first one-month period of the Grant based on actual, immediate needs. CSSC will make subsequent payments on a [choose either quarterly or monthly] cost reimbursement basis. Reimbursements shall be based on amounts actually disbursed by the Subrecipient and reported and documented as reasonably required by CSSC. Further funding under this Grant is conditioned upon completion of Grant objectives and compliance with this Grant. [Insert the following to two sentences if applicable, otherwise delete] The Partner shall contribute its own resources (funding, goods and/or services) to the program in the amount of [insert amount]. Partner will maintain documentation to support such contributions as required by CSSC.

Subrecipient agrees to timely provide financial and program reports reasonably required by CSSC or Donor, and consents to periodic monitoring of the project by CSSC. CSSC must be immediately notified of developments that may significantly impact on activities of the Project, including problems, delays, instances of fraud and others.

All purchases with Grant funds will be at reasonable prices, from reputable sources, and sufficiently documented. Subrecipient agrees to provide CSSC access to its records for up to [insert number of years based on Donor requirement] years after the end date of this subgrant. Subrecipient further agrees that this subgrant is subject to any audit if required by the Donor. If CSSC determines that

funds provided have been expended for a purpose not in accordance with the terms and conditions of this Agreement, Partner shall promptly pay such amount to CSSC upon written request from CSSC. This responsibility will survive the expiration or termination of this Agreement.

Each party may terminate this Agreement if the other has materially failed to comply with the terms and conditions of this Agreement by sending 30 days written notification with the following information: the reasons for the termination, the effective date, and, in the case of a partial termination, the portion to be terminated. In the case of partial termination, CSSC may terminate the Agreement in its entirety. CSSC may immediately terminate if, in CSSC's judgment, a notice period is not appropriate given the cause for termination. CSSC may also terminate if Donor terminates funding. Partner will take immediate action to minimize all expenditures and obligations funded under this Agreement and cancel obligations whenever possible. Except as may explicitly be authorized in writing, Partner may not incur costs after the effective date of termination. Within 30 days after the effective date of termination, Partner shall repay to CSSC all unexpended program funds that are not otherwise obligated by a legally binding transaction applicable to this Agreement.

[Include this clause if the Donor agreement contains a force majeure clause. Consult with AMS or Legal for assistance in ensuring alignment with donor language.] Neither Party shall be responsible for performance delays, acts or omissions resulting from events beyond its reasonable control (each a "Force Majeure Event"), including without limitation acts of nature, catastrophic emergency, civil unrest, extraordinary government action, power or utility failures, strikes or other labor disturbances. The affected Party shall provide the other written notice within seven (7) days of a Force Majeure Event and keep the other Party advised during the duration of the Force Majeure Event. Either Party may suspend or terminate this Agreement if the Force Majeure Event continues thirty (30) days or more.

Please sign the original and each copy of this letter to acknowledge your acceptance of the Agreement and its terms and return the original to CSSC. Please note that in the event of a conflict with any language translation of this document, the English language version shall prevail.

Sincerely yours,

CSSC – Executive Director

[Name of authorized person]

[Title of authorized person]

ACKNOWLEDGED:

[Insert Legal Name of Partner]

By: _____

Tool 8

Title _____

Date: _____

Attachment 1: Approved Proposal and Budget

Attachment 2: CSSC Standard Terms and Conditions

Attachment 3: Donor Requirements

Attachment 1

[Insert application and related budget approved by CSSC]

Attachment 2
CSSC Standard Terms and Conditions

Attachment 3
Donor Requirements

Fixed Amount Sub-Awards

Fixed amount sub-awards (or sub grants) are a great way to provide funds to beneficiaries who need short-term funding (under 1 year) and for easy to define (and verify) objectives. The sub-grant amount is fixed upon signing and payments are fixed based on completion of milestones set forth in the Subgrant payment schedule.

Benefits

- No need for financial monitoring or requests for receipts and timesheets from the subrecipient.
- Provides payment only after completion of milestones and verification of milestones completed.
- Incentivizes the beneficiary to focus on program excellence.
- Allows for quick disbursement of funds.
- Provides opportunity to measure tangible accomplishments.

Responsibilities

- CSSC must assure and document the amount to be awarded represents the amount it will actually cost the sub-grantee to complete the work. There can be no inflation of costs in the budget.
- CSSC should not modify the sub-grant to increase the amount after the award unless CSSC specifically directs the sub-grantee to undertake additional milestones.
- Payments should be made upon completion of milestones. Advance payments or large initial payments without milestones complete represents a risk that costs will be unallowable if the milestone is never completed by the sub-grantee.
- Donor regulations should be consulted and flow-down provisions included where appropriate. Some donors may not recognize or allow a fixed amount sub-grant and so the donor should be consulted. USG limits the fixed amount sub-awards to under Tshs 30,000,000 per award.

Considerations:

- **Sub-Grant Program:** Sub-grantee selection should be transparent and awards made usually on a competitive basis. It's a good practice to have a sub-grant program manual in place that specifies eligibility, who does what and donor requirements (see grant manual checklist).
- **Approved Fixed Amount sub award Template:** Always refer to the current sub award templates available under Legal Counsel's site on the Village.
- **Subgrant Budget:** The sub-grant budget should be a detailed line-item budget broken out by salaries, supplies, any indirect costs, level of effort, etc., and specify currency.
- **Selection Memo:** This should specify how the sub-grantee was selected, how the budget was reviewed and negotiated, capacity building plans if appropriate and incorporation of any special provisions based on the pre-award risk assessment.
- **Required Due-Diligence:** Sub recipient Pre-award risk assessment, terrorism searches, selection committee minutes and organizational integrity documentation (registration).

Instructions – Fixed Amount (Sub) Award (FAA) [also Known as Fixed Obligation Grant (FOG)] Template

Delete these three-page instructions before providing to a Subrecipient organization.

For CSSC Internal Use Only

This FAA Template should be used for Awards Funded with USAID Funds. For other US Government (USG) and non-USG funded Awards, contact Finance for support to ensure appropriate use of this instrument and that CSSC flows down the pertinent regulations of that particular award.

1) Planning and Documentation Required.

- a. Ceiling and Term Limit. This Fixed Amount (Sub) Award (FAA) template must be used only for subgrant relationships that **do not exceed the USG Simplified Acquisition Threshold currently set at a total of Tshs 30,000,000 over the life of award.** The term of a FAA must not exceed three years.
- b. Appropriate Use for FAAs. CSSC must document in advance the level of effort and costs associated with **clear deliverables** to be undertaken by the subrecipient. For example, a FAA is ideally used in low-risk situations where there is a high likelihood that a Subrecipient will be able to successfully perform discrete activities such as conducting workshops, conferences, studies, surveys, disaster or humanitarian relief and assistance, and technical development assistance when the costs can be segregated by milestone, and by building simple structures. Tasks to be performed must be routine and quantifiable, and the Subrecipient must be engaged in activities for which a clear deliverable is easily identified. CSSC should **not** issue a FAA if there is a risk of non-completion or substantial changes in the milestones are anticipated.
- c. Determining Milestones and Associated Costs. Compared to other subgrant mechanisms, more preparation is required for a FAA in terms of determining milestones and verification of proposed costs before a FAA may be issued. The Subrecipient is required to provide adequate and detailed cost information **before** issuance of a FAA so that CSSC can appropriately determine the fixed amount and payment structure; alternatively, CSSC may do the work to verify milestone and cost information. The proposed costs must be reasonable and be based on current market rates. CSSC must certify that the Subrecipient's proposed costs are reasonable prior to issuance. FAAs are similar to fixed-price contracts: once the price is determined, the agreement will not be modified to incorporate changes based on market fluctuation. CSSC must sign off on the proposed costs to certify that CSSC has verified that the proposed costs are justifiable and reasonable. **Thus, it is critical that the award total is thoroughly reviewed and determined reasonable before allocating specific amounts to agreed-upon milestones.**
- d. Structuring Milestone Percentage. After assessing the risk of working with the Subrecipient, milestone payment structures may be considered. For example, if the Subrecipient does not have significant cash flow, consider issuing a larger mobilization payment so that a Subrecipient may begin work. If there is a concern about completion

of the work, consider retaining a higher percentage for the final milestone payment as an incentive to ensure that work will be completed.

- e. Equipment or Supplies. The recipient may need to procure equipment or supplies (excluding real property) for its use or for beneficiaries of its program in order to accomplish a milestone. The cost of the equipment or supplies can be incorporated into the cost of a milestone, or the purchase of the item itself must be a specific milestone. If issuing this FAA under a USAID prime award, and the equipment is in itself a milestone, it is CSSC's responsibility to ensure that our partners understand and follow the appropriate source and nationality requirements for procurement of equipment or supplies as per 22 C.F.R 228 and Required-As-Applicable (RAA) # 4, USAID Eligibility Rules for Procurement of Commodities and Services, under the USAID Standard Provisions for Fixed Amount Awards to Nongovernmental Organizations.
 - f. Verification of Milestones. By conducting and documenting detailed assessments about proposed activities and their associated costs in advance, CSSC's monitoring activities under a FAA are somewhat different than a traditional subgrant agreement; though under a FAA CSSC is not be required to verify receipts or conduct financial monitoring, CSSC must take active steps to verify and document that milestones are completed in order for payment to be made.
 - g. Modification of Milestones. Milestones may be amended only if absolutely necessary; however, this is discouraged and should only be done if the modified milestones satisfy the original purpose of the FAA. While the regulations allow for modification of FAAs under these limited circumstances, CSSC does not encourage modification of FAAs.
 - h. Benefits of Using a FAA. Once the initial work relating to milestones and associated costs is completed and documented, implementation is straightforward and limited financial and management oversight required except for active verification that milestones have been completed. FAAs can be used to promote and build institutional capacity for local nongovernmental organizations and community based organizations with limited subgrant management experience, or with limited internal systems, procedures or policies. The use of FAAs correlates well and is in line with CSSC's underlying philosophy of building local capacity.
- 2) Donor Approval. Use of a fixed amount award under a USG-funded project requires prior written approval from the Federal awarding agency. 2 CFR 200.332, Fixed Amount Awards, states that "**With prior written approval from the Federal awarding agency**, a pass-through entity may provide sub awards based on fixed amounts up to the Simplified Acquisition Threshold, provided that the sub awards meet the requirements for fixed amount awards in 2 CFR 200.201."
- 3) Additional Provisions. There may be additional terms and conditions required in each FAA depending on operational circumstances, locations, program and donor requirements, and risks.

FIXED AMOUNT AWARD SUBAGREEMENT

THIS FIXED AMOUNT AWARD SUBAGREEMENT (the "Agreement"), effective the date the last Party signs it ("Effective Date"), is by and between the Christian Social Services Commission a nonprofit corporation organized under the laws of the United Republic of Tanzania doing in Tanzania ("CSSC"), and _____ [insert legal name of Subrecipient], a _____ [insert type of organization], DUNS number _____ [if funding is from the US Government] ("Subrecipient") (collectively the "Parties" or individually a "Party") pursuant to _____ [insert title of grant and grant number if available, and the Catalog of Federal Domestic Assistance (CFDA) number and name if funded by the US government] (the "Grant") made by _____ [insert name of donor] ("Donor") in connection with the implementation of _____ [insert name of project] (the "Project") awarded to CSSC on _____ [insert date].

The Parties enter into this Agreement in a spirit of partnership, declaring full and mutual commitment to the goals and agreed roles and responsibilities detailed herein and agree as follows:

- 1) Purpose of Agreement. CSSC subgrants to Subrecipient funding to successfully complete the milestones specifically set forth in **Attachment 1** of this Agreement (the "Program Description / Milestones"). Funds under this Agreement shall be used exclusively for the purposes specified in this Agreement.
- 2) Term of Agreement. The Scope of Work shall be performed during the period _____ [insert start date] through and including _____ [insert end date] (the "Term"), unless the parties otherwise agree in writing.
- 3) Agreement Amount and Payment Terms.
 - a) Agreement Estimated Amount. The total estimated funds required for the entire life of the Project is US\$ _____ [insert amount] as set forth in **Attachment 1**.
 - b) Amount and Contingencies. Of the estimated funds, CSSC hereby makes available to Subrecipient the funding available for each Milestone set forth in **Attachment 1**, which shall be payable to Subrecipient upon satisfactory completion of each Milestone in CSSC's discretion. CSSC is not obligated to reimburse the Subrecipient for costs in excess of each individual Milestone, or collectively the total amount of all Milestones, including without limitation as a result of currency fluctuations. All funding under this Agreement, is contingent upon:
 - i. Satisfactory Completion of Milestones. Funding of each milestone is conditional upon satisfactory completion of the previous milestone as described in **Attachment 1**. The satisfactory completion of each milestone shall be based on the completion of specific and defined tasks in a satisfactory manner in CSSC's discretion, and express acceptance by CSSC of the deliverables as set forth in each Milestone.
 - ii. Availability of Funds from the Donor. Funding is contingent upon obligation from the Donor and Donor approval of any work plan and/or any related documentation, as required.
 - iii. Compliance. Subrecipient's compliance with the terms of this Agreement, CSSC's Standard Terms and Conditions set forth in **Attachment 2**, to

which the Parties agree, the Donor Requirements set forth in **Attachment 3**, and all applicable laws and regulations.

4) Payment.

- a) Fixed Amount; Optional Initial Partial Cash Disbursement(s). Payment under this Agreement shall be made to the Subrecipient based on completion of Milestones and the submission to CSSC of an invoice in a form satisfactory to CSSC requesting payment of the agreed amount for that Milestone. In no event will Subrecipient be entitled to or invoice CSSC for an amount greater than the amount agreed for a given Milestone. As specifically set forth in **Attachment 1**, CSSC may in its discretion provide to Subrecipient limited initial cash disbursement(s) in order to finance activities associated with each Milestone. Any disbursement amount shall be based on actual, immediate Subrecipient needs as determined by CSSC. **Subrecipient must submit the final milestone payment request not more than 60 days after the completion of the final milestone listed in Attachment 1.**
- b) Responsibility for Disallowed Costs. If an audit by CSSC or the Donor occurring during or after the Term of this Agreement determines that funds provided under this Agreement have been expended for a purpose not in accordance with the terms and conditions of this Agreement, upon written request from CSSC Subrecipient shall promptly pay such amount to CSSC. Subrecipient's responsibility for disallowed costs as set forth in this Section shall survive the expiration or termination of this Agreement.
- c) Bank Account. All payments to Subrecipient under this Agreement will be made by wire transfer to the following bank account:
 - i. Bank Name: _____ [insert name of financial institution]
 - ii. Bank Address: _____ [insert address of financial institution]
 - iii. Account Name (legal name): _____ [insert name of beneficiary/account holder]
 - iv. Account No.: _____ [insert number]
 - v. SWIFT/BIC Code: _____ [insert code]
 - vi. IBAN Code: _____ [insert code]

Any change in the bank account will require prior approval from CSSC.

- 5) Monitoring. CSSC will conduct monitoring of the activities under this sub award including site visits as appropriate.
- 6) Title to Property. Title to any equipment or personal property purchased to accomplish any milestone under this sub award vests in the Subrecipient upon acquisition, with the condition that the Subrecipient must follow 2 CFR 200.310-316 as applicable.
- 7) Prior Approvals. Subrecipient will obtain written approval prior to any changes to: (1) activities being supported by this sub award (2) key personnel, if applicable (3) change in milestones or (4) change in the completion date.

8) Reporting and Evaluation. All reports required by CSSC and submitted by Subrecipient shall be in a format and contain content acceptable to CSSC. CSSC must be notified immediately of developments that may have a significant impact on activities of the Project, including without limitation as to security or reputation of Subrecipient, CSSC or another Subrecipient organization. Further notification must be given in case of problems, delays or adverse conditions that may materially impair Subrecipient's ability to meet the objectives of this Agreement. Subrecipient shall also notify CSSC of any instance of fraud while undertaking activities related to this Agreement. These notifications must include a statement of the action taken or contemplated and any assistance needed to resolve the situation. Subrecipient consents to any monitoring that CSSC may reasonably require, including site visits, periodic reviews, audits, and other monitoring activities or requirements.

9) Termination and Suspension

a) Termination by CSSC. CSSC may terminate or suspend this Agreement at any time, in whole or in part if (1) CSSC determines Subrecipient materially fails to comply with the terms and conditions of this Agreement; (2) the Donor or CSSC, for any reason, fails to fund, terminates or suspends the Grant or that portion of the Grant relating to Subrecipient's activities; (3) the Subrecipient is unable to carry out the purposes of this Agreement in a satisfactory or timely manner in the reasonable judgment of CSSC; (4) any act or omission of Subrecipient exposes CSSC to reputational harm and/or liability in the reasonable judgment of CSSC or (5) for convenience.

b) Termination by Subrecipient. This Agreement may be terminated, in whole or in part, by the Subrecipient if the Subrecipient determines that CSSC materially failed to comply with the terms and conditions of this Agreement. In the case of partial termination, if CSSC determines that the reduced or modified portion of this Agreement will not accomplish the purposes for which the award was made, CSSC may terminate the Agreement in its entirety.

c) Opportunity to Cure. Prior to a termination or suspension under 9(a)(3), 9(a)(4) or 9(b), the terminating Party will provide advance written notice to the other Party describing the deficiency(ies) and a 30-day opportunity within which to cure the deficiency(ies) to the notifying Party's reasonable satisfaction. Advance notice is not required for any other termination or suspension and may be effective immediately.

d) Minimization of Expenditures and Obligations. Upon receipt of and in accordance with any termination notice, the Subrecipient shall take immediate action to minimize all expenditures and obligations funded under this Agreement and cancel such obligations whenever possible. Except as may explicitly be authorized in writing, the Subrecipient shall not incur costs after receipt of a notice of CSSC's intent to terminate.

e) Return of Funds. Within 60 days after the effective date of termination, Subrecipient shall repay to CSSC all unexpended program funds that are not otherwise obligated by a legally binding transaction applicable to this Agreement.

10) Include this clause if the Donor agreement contains a force majeure clause. Force Majeure. Neither Party shall be responsible for performance delays, acts or omissions resulting from events beyond its reasonable control (each a "Force Majeure Event"), including without limitation acts of nature, catastrophic emergency, civil unrest,

extraordinary government action, power or utility failures, strikes or other labor disturbances. The affected Party shall provide the other written notice within seven (7) days of a Force Majeure Event and keep the other Party advised during the duration of the Force Majeure Event. Either Party may suspend or terminate this Agreement if the Force Majeure Event continues thirty (30) days or more.

11) Closeout. Subrecipient must submit, no later than 90 calendar days after the end of the period of performance, a final performance report. Subrecipient must also account for any real and personal property acquired in this sub award.

12) Contact Persons. Reports and notices shall be submitted to the following contacts, or as each Party may revise in writing from time to time:

For CSSC:	For Subrecipient
Name:	Name:
Title:	Title:
Address:	Address:
Address:	Address:
Country:	Country:
Telephone:	Telephone:
Email:	Email:

IN WITNESS WHEREOF, each Party's authorized signatory has set his or her hand below.

**CHRISTIAN SOCIAL SERVICES COMMISSION [INSERT LEGAL NAME OF SUBRECIPIENT]
(CSSC)**

By: _____ By: _____

Name: _____ Name: _____

Title: _____ Title: _____

Date: _____ Date: _____

ATTACHMENTS

Attachment 1: Milestone(s)/Scope of Work

Attachment 2: CSSC Standard Term and Conditions

Attachment 3: Donor Regulations

Attachment 4: Budget and Budget Narrative

Attachment 1
Milestones/Scope of Work

Milestone	Deliverables	Completion Requirements	Completion Date	Fixed Amount
Milestone 1: (Insert Name of the Product, Task, or Deliverable)	(Insert Required Deliverables)	(Insert Type of Documentation Required to Certify Completion of Product, Task, or Deliverable)	(Insert Required Completion Date)	(Insert Milestone Amount in USD)
Milestone 2: (Insert Name of the Product, Task, or Deliverable)	(Insert Required Deliverables)	(Insert Type of Documentation Required to Certify Completion of Product, Task, or Deliverable)	(Insert Required Completion Date)	(Insert Milestone Amount in USD)
Milestone 3: (Insert Name of the Product, Task, or Deliverable)	(Insert Required Deliverables)	(Insert Type of Documentation Required to Certify Completion of Product, Task, or Deliverable)	(Insert Required Completion Date)	(Insert Milestone Amount in USD)
Milestone 4: (Insert Name of the Product, Task, or Deliverable)	(Insert Required Deliverables)	(Insert Type of Documentation Required to Certify Completion of Product, Task, or Deliverable)	(Insert Required Completion Date)	(Insert Milestone Amount in USD)

Attachment 2
CSSC Standard Terms and Conditions

Attachment 3
Donor Regulations

Attached: For USAID funded Awards, attach the Mandatory and Required-as-Applicable Standard Provisions for Fixed Amount Awards to Nongovernmental Organizations. It is understood that all references to “grantee”, “recipient” or the like shall mean Subrecipient, and all references to “Federal Sub granting Agency,” “Grant Officer,” “Agreement Officer,” “AOR,” “Agreement Officer Representative” and “AOR” shall mean the CSSC _____ [insert pertinent CSSC staff – e.g., Agreement Officer, Chief of Party Project Manager].

For non-USAID awards, consult Finance.

Attachment 4
Budget and Budget Narrative

[The recipient must provide a budget, budget narrative, adequate cost, and historical or unit pricing data.]

Instructions
General Support Letter Agreement Template

[Delete this page – for CSSC Internal Use Only]

- 1) General Use. This form is to be used when CSSC elects to provide general funding or an unrestricted donation to a local or community-based organization or network. This form may be used only for funding up to Tshs 10,000,000. Any funding in excess of Tshs 10,000,000 (in whole or an accumulation of funding during a one-year period) must use a Fixed Amount Award, Simplified Grant, or another form of approved Subgrant template.
- 2) Development Partner Approval. Staff must determine if Development Partner approval should or must be obtained before using this funding mechanism.
- 3) Additional Provisions. There may be additional terms and conditions required in the support letter depending on operational circumstances, locations, program and Development Partner requirements, and risks.

General Support Letter Agreement

[Insert date]

Mr./Ms. [insert contact person's name]
[insert name of organization]
[insert address of organization]
SUBJECT: Grant No. _____ ("Grant")

Dear Mr./Ms. [insert contact person's name]:

Christian Social Services Commission, doing business in Tanzania ("CSSC") is pleased to grant to _____ [insert legal name of organization] ("Grantee" or "Organization") the amount of _____ [insert up to Tshs 10,000,000 amount] to be applied exclusively to the mission of your organization to [describe organization's mission generally], which is aligned with CSSC's mission. This grant is made possible through the generous support of _____ [insert Development Partner name, if applicable, otherwise delete] ("Development Partner").

By accepting this grant, you certify that:

1. All Grant funds will be used exclusively for the fulfillment of the Organization's mission as stated above.
2. The Organization is in good standing under the laws of its country of registration.
3. The Organization is in good standing with the Development Partner, and the Development Partner has not declared the Organization ineligible or excluded it from participation in this Grant. [delete this clause if not providing funding from any Development Partner but instead unrestricted from CSSC.]
4. The Organization will not give a bribe, kickback, or anything of value to any person or entity, including government officials, CSSC or CSSC staff, and has not given a bribe, kickback or anything of value to obtain this Grant.
5. The Organization certifies that it has not provided and will not provide material support or resources to any individual or organization with the knowledge or intent that the support or resources be used to prepare for or carry out an act of terrorism in violation of applicable laws.
6. The Organization will provide any report reasonably requested by CSSC and comply with any additional obligations that may reasonably be imposed by CSSC.
7. Any dispute relating to this Grant will be decided by CSSC, including a dispute related to reimbursement to CSSC of any funds that have not been used consistent with this agreement.
8. You, the undersigned, are authorized to certify to the above stipulations on behalf of the Organization.

Please sign and return an original of this letter to acknowledge your receipt of this Grant and agreement with its terms.

Sincerely yours,

CSSC

[Name of authorized person]
[Title of authorized person]

ACKNOWLEDGED AND AGREED TO BY:

[Name of beneficiary organization]

Name: _____
Title: _____
Date: _____

Name: _____
Title: Treasurer/Secretary of Grantee
Date: _____

Financial Report – formats Development

Objective

The objective of this activity is to develop sub-agreement specific Financial Report formats that:

- a) address applicable provisions in the donor agreement;
- b) avoid redundant work for the sub-recipient; and
- c) facilitate efficient and regular desk review by CSSC staff of sub-recipient use of funds.

For projects with multiple 'types' of sub-recipients and therefore types of sub-agreements, multiple Financial Report formats may be warranted.

A Financial Report format is frequently included as an attachment to the sub-agreement.

Tasks

1. **Review and list all applicable rules**, regulations, and provisions in the donor award pertaining to financial reporting requirements.
2. **Determine the accounting basis** to be used in reporting financial data (e.g., cash or accrual).
3. **Develop Financial Report format(s)** that address results of # 1 and #2 above. See the attached **Sample Financial Reports** for information on the minimum data required in such spreadsheets.
4. **Determine supporting records** that will need to be submitted along with the Financial Report. Such records may include:
 - a. Budget Compliance Report
 - b. Schedule of Disbursement
 - c. Cash Flow ledger
 - d. Cash/Bank reconciliation report
 - e. Fixed Asset Ledger
 - f. **Liquidation/Disbursement Checklist** (section completed by sub-recipient)
5. Based on results of #4 above, **adjust the first section of the Financial Checklist** (i.e. the section titled "To Be Completed by Sub-Recipient") accordingly.
6. **Identify the minimum supporting documentation for expenses** that must be submitted as part of the Financial Report. This requirement is generally related to the risk ranking of a sub-recipient. Such documentation may include:
 - a. Purchase requisition orders and / or quotes
 - b. Summary bid analysis showing chosen bid
 - c. Invoices
 - d. Delivery note or satisfaction note (for services)
 - e. Receipts showing amount paid
 - f. Contracts with consultant if applicable
 - g. Payroll documents
7. **Draft instructions for sub-recipients** in completion and submission of Financial Reports. Include details on how sub-recipients are to report any deviations from the budget. It is recommended that CSSC staff spend time with new sub-recipients to compile their initial Financial Report from these instructions.

Liquidation / Disbursement Checklist

Tool 12

TO BE COMPLETED BY SUB-RECIPIENT			
Name of Sub-Recipient:		Date of request:	
Total Amount of Previous Disbursements:		Amount of Installment Requested:	
Current Expenditure Reported:		Number of Installment (Payment):	
Period Covered:		Is the requested installment the same as the approved Schedule of Disbursement ?	
Percentage of last Installment currently spent:		Yes () No () If no, Justify.	
Required Attachments:			
	Yes No		Yes No
a) Request Letter	[] []	h) Performance or Narrative Report	
b) Budget Compliance Report	[] []	Activities accomplished during month	[] []
c) Schedule of Disbursement	[] []	Reasons why activity not accomplished	[] []
d) Cash Flow Ledger	[] []	Activities during next month	[] []
e) Fund Reconciliation Statement	[] []	i) Copy of schedule of questioned costs	[] []
f) Copy of signed contract (for first installment only)	[] []	(to be attached only if to be addressed this Installment)	
g) Schedule of approved line versus actual expenditure	[] []		
Prepared by Accountant:		Approved by Senior Officer:	
(Name, signature & date)		(Name, signature & date)	
TO BE COMPLETED BY CARE - Review / Approval of Disbursement			
<u>Program Officer's Review</u>		<u>Finance Officer's Review</u>	
	YES NO		YES NO
a) Review of Financial Accuracy	[] []	a) Review of Financial Accuracy.	[] []
b) Program Implementation rate within Expenditure level.	[] []	b) Accuracy of required attachments.	[] []
c) Site visit conducted to confirm actual implementation	[] []	c) Questioned costs not addressed by the partner deducted in this disbursement.	[] []
If NO, give date of next visit		How much? -----	
d) Level of Program implementation Acceptable	[] []	Disbursement Recommended?	[] []
e) Expenditure represents 75% of Last Installment.	[] []	<u>Remarks</u>	
f) Questioned costs were addressed	[] []		
If No, Why?			
IF NO, deducted in this installment?	[] []	Program Manager/Team Leader's Approval.	
How much is the questioned cost deducted?-----		Liquidation/Disbursement Approved:	
Liquidation/Disbursement recommended?		<u>Remarks</u>	
Remarks:			
Program Officer		Finance Office	
Name:		Name:	
Signature:		Signature:	
Date:		Date:	
APPROVAL			
	Date Received Reviewed	Comments	Signature
Agreement Manager	_____	_____	_____
Project Manager	_____	_____	_____

[illegible]

Performance Report - Format Development

Objective

The objective of this activity is to develop sub-agreement specific performance (or narrative) report formats that:

- a) address applicable provisions in the donor award;
- b) avoid redundant work for the sub-recipient; and
- c) facilitate efficient and regular desk review by CSSC staff of sub-recipient achievements.

For awards with multiple 'types' of sub-recipients and therefore more than one type of sub-agreement, multiple performance report formats may be warranted.

Tasks

1. **Review and list all applicable rules**, regulations, and provisions in the donor award pertaining to reporting requirements. Obtain and review instructions for completing reports if applicable. Determine what specific information will be needed from sub-recipients in order for CSSC to complete its reports to donors.
2. **Develop a standard report format** that address the above points as well as - at minimum - the following:
 - a. Quantified activities accomplished / results achieved during the reporting period.
 - b. Comparison of these quantified activities accomplished / results achieved to those described in the Project Description, implementation plan, work plan or previous reporting period's Activity Plan.
 - c. Reason(s) for deviation (i.e. under or over achievement), if applicable.
 - d. Corrective actions taken to address deviation(s).
 - e. Lessons learned.
 - f. Activity Plan for the next reporting period detailing expected activities / results.
 - g. Potential problems in the working environment (i.e. political or security context of the area) or sub-recipient organization (e.g. staff or logistical changes or constraints) that may materially impair the sub-recipient's ability to meet project objectives.
3. **Draft instructions for sub-recipients** in completion and submission of reports. Work jointly with sub-recipients to determine the criteria and methodology to be used in compiling and reporting data. It is recommended that CSSC staff spend time with new sub-recipients to compile the initial performance reports from these instructions.

Tool 14 - Monitoring - Plan Development

Objective

The objective of this exercise is to help staff identify the necessary input for, and draft, a sub-recipient monitoring plan. At least the first draft of a monitoring plan must be attached to every sub-agreement document.

Tasks

1. **Review Table 1 - Required Sub-Recipient Monitoring Elements** below. As the title implies, this table provides the minimum items / data points (or 'elements') that must be monitored for ALL sub-agreements, unless otherwise specified in the table.
2. **Review the elements stated in the award terms and conditions that pertain to sub-recipient monitoring requirements.** These include key areas of accountability with which CSSC is required to comply; as it will therefore be necessary for CSSC to ensure (through monitoring) that sub-recipients also comply.
 - In the blank rows at the bottom of Table 1, record any 'elements' listed in these terms and conditions that do not already exist in the table.
 - Make any required changes to information listed in the Frequency column based on award terms and conditions. Please note: the 'frequency' of monitoring various elements presented in the Table below are 'minimums'. More frequent monitoring may be required for sub-recipients with 'medium' or 'high' risk rankings.
 - Keep in mind monitoring requirements may be different for 'types' of sub-recipients in the award. It may be necessary to complete a 'Table 1' for each type of sub-recipient.
3. **Review all CSSC specific program objectives that impose sub-recipient requirements which must be monitored** (e.g. program quality initiatives, CSSC Strategic Plan). In the blank rows at the bottom of Table 1, record any 'elements' listed in these requirements that do not already exist in the table.
4. **Develop indicators for each element** (elements originally on Table 1 as well as those added above). If an award-level monitoring plan has already been designed, it will be necessary to insure there is consistency in indicators used.
5. **Record indicators on a standard monitoring plan format** (see the Sample Plan provided on the page 4). Once all columns on the standard monitoring plan format are completed, staff will have a 'generic' monitoring plan for all award sub-recipients.
6. **To complete an individual sub-recipient monitoring plan:**
 - Add to the 'generic' monitoring plan any pertinent elements specified in the Special Provision section of the sub-agreement with the sub-recipient in question.
 - Adjust the frequency of monitoring activities to reflect the risk ranking of that sub-recipient. The frequency is generally stated in the sub-agreement document.
 - Jointly with the sub-recipient, finalize indicators for all elements.

Table 1: Required Sub-Recipient Monitoring Elements

What Must Be Monitored?	Suggested Method	Frequency
a. Achievement of performance goals (actual progress compared to set targets / implementation plan) or milestones (for performance-based agreements)	Desk review of Performance Report	Monthly or Quarterly
	Formal and informal Site Visit to confirm actual implementation	Monthly or Quarterly (more frequently as needed)
b. Expenditures consistent with completed program activities & budget	Desk review / comparison of Performance Report to corresponding Financial Report	Monthly or Quarterly
c. Constraints encountered / changes in working environment that impact performance	Desk review of Performance Report; Observations recorded during site visit.	Monthly or Quarterly
d. Progress on Capacity Improvement Plan (if applicable)	Site visit to confirm actual implementation	Monthly or Quarterly
e. Eligibility of individuals or groups receiving services or other benefits through the sub-agreement	Site visit to review documents	Monthly or Quarterly
f. Quality of the partnership / sub-recipient support satisfaction with support from CSSC	Site visit	Quarterly
g. CSSC and sub-recipient's adherence to CI Program Principles	Site visit	Quarterly
h. Lessons learned	Formal exercise	End of Project
i. Progress on Capacity Building activities, (if a stated objective of the sub-agreement)	Training documents, field visit reports.	As needed
j. Validity / allowability of expenditures, i.e. funds are used in compliance with the approved purpose(s), budget, and regulations	Desk review of Financial Report	Monthly or Quarterly
	Random / surprise site visit to spot check accounts / books, procedures, internal control, supporting documents	Quarterly
k. Burn rate reconciled to progress	Desk review of Financial Report	Monthly
l. Matching, Level of Effort, Earmarking (if applicable)	Desk review of Financial Report; Site visit to spot check accounts / books	Monthly
m. Program Income (if applicable)	Desk review of Financial Report; Site visit to spot check accounts / books	Monthly
n. Cost share requirements (if applicable)	Desk review of Financial Report; Site visit to spot check accounts / books	Monthly
o. Equipment & Property Management (including fixed assets, inventory and vehicle management)	Desk review of Financial Report; Site visit to spot check records / documentation; physical inspection	
p. Procurement (including suspension and debarment regulations)	Site visit to spot check records / documentation; physical inspection	
q. Personnel, Travel & Consultants (USG funded projects)	Site visit to spot check records / documentation	
r. NICRA (if applicable)		Annually
s. VAT report submission from sub-recipient (USG funded projects)		Interim report due October 31; final report due April 16 of the following year
t. Plan of Action resulting from previous monitoring activities (including audits)	Site visit to confirm actual implementation	
u. Review of sub-recipient monitoring plan	Review meetings with sub-recipient	Annually
Additional terms and conditions stated in the donor award:		

Table 1: Required Sub-Recipient Monitoring Elements

What Must Be Monitored?	Suggested Method	Frequency
Additional CSSC specific requirements:		
Sub-recipient specific elements (stated in the sub-agreement):		

Sample Monitoring Plan

Indicator	Method	Frequency	Person Responsible for:		
			Data Collection	Data Analysis	Approval

Tool 15 - Site Visit - Performance Monitoring Procedures Development

Objective

The objective of this activity is to assist CSSC staff with the development of specific formats and procedures to guide CSSC Program staff in conducting sub-recipient performance monitoring site visits. In general, such site visits will focus on monitoring both the sub-recipient's and CSSC's:

- Compliance with program regulations & provisions stated in agreement, and
- Compliance with CSSC strategic objectives, and special provisions stated in sub-agreement.

Site visits focused on monitoring compliance with finance and administration terms and conditions stated in the award are generally conducted by Finance or Administration staff. Information on the development of formats and procedures to guide such visits are detailed in **Site Visit - Finance Admin Monitoring Procedures Development**.

- When the same CSSC staff member is responsible for conducting site visits for both performance and finance / administration monitoring, efforts should be made to combine formats if possible.

Tasks

1. **Develop guiding questions** to assist CSSC program staff prepare for and focus their interviews / discussions with sub-recipient staff (and community members, if applicable) during a site visit. See the attached **SAMPLE Guiding Questions for a Performance Monitoring Site Visit** which provides information on the minimum types of questions that could be raised. Please note: all questions should be adapted to the local context and reflect specific award and CSSC objectives.
2. **Design a standard Site Visit Report format** to facilitate the process and to document the output. See the attached **SAMPLE Site Visit - Performance Monitoring Report Format** which provides an outline (with explanations highlighted in italics) of suggested minimum information to be contained in such reports. Again, this sample format must be adapted to local context.
3. **Develop written procedures for the site visit process.** These procedures should address the following:
 - Staff member(s) responsible for conducting the site visits. Responsibility should be officially assigned. Also, if sub-recipients have sub-agreements with more than one CSSC project, mechanisms to coordinate site visits by staff from both / all projects must be developed.
 - Sub-recipient notification of proposed site visit.
 - The order in which guiding questions should be posed. (Often beginning the site visit with questions concerning how well CSSC is meeting its obligations to the sub-recipient helps to create a more constructive dialogue.)
 - Special procedures for 'high risk' sub-recipients. (For example, it may be necessary to trace the data presented in Performance Reports to records that accumulate and summarize data, and perform tests of that underlying data to verify it was accumulated and summarized in accordance with the required or stated criteria and methodology.)

Tool 15 - Site Visit - Performance Monitoring Procedures Development

- Handling of discrepancies, questionable practices, or suspected wrongdoing. (See **Responding to Sub-Recipient Irregularities - EXAMPLE** for suggested procedures.)
- Approval, follow-up, distribution and systematic filing of Site Visit Reports; with person(s) responsible for each of these tasks clearly specified.

SAMPLE Guiding Questions for a Performance Monitoring Site Visit

Achievement of Performance Goals

- ✓ Do activities documented in the current Performance Report comply with the physical activities at the site?
- ✓ Concerning the current Performance Report, are there any issues that need further clarification?
- ✓ Are there significant changes in sub-agreement project implementation and if so, are these changes authorized by the appropriate approving authorities?
- ✓ What can CSSC do to help the sub-recipient improve performance or address performance problems?
- ✓ Is the sub-agreement achieving what it set out to achieve; is it contributing to award objectives?

Constraints Encountered / Changes in Working Environment

- ✓ Are there outside factors which are affecting the sub-recipients' performance (i.e. achievement of goals or milestones)?
- ✓ Has there been a change of staff in key positions or of board members? If yes, what led to this turnover?
- ✓ What can CSSC do to help the sub-recipient cope with external factors affecting performance?

Progress on Capacity Improvement Plan

- ✓ Is progress on the Capacity Improvement Plan (if applicable) acceptable?
- ✓ If capacity building is a stated objective of the sub-agreement, what progress / effect are capacity building activities having on the sub-recipient organization?
- ✓ Have outstanding findings and recommendations from previous site visits (or audits) been addressed?
- ✓ Is there a need for more technical assistance or capacity building support to the sub-recipient to strengthen program performance? Is this assistance addressed in the sub-agreement?

Quality of Partnership

- ✓ Are CSSC's responsibilities to the sub-recipient, as defined in the sub-agreement, being met?
- ✓ Is the sub-recipient satisfied with the support it is receiving from CSSC?
- ✓ What can CSSC do to better perform its responsibilities or improve its support?
- ✓ Have any relationship challenges arisen (e.g. power dynamics between CSSC and others, etc.)? If so, how can they be resolved?
- ✓ Are management structures and processes between CSSC and the sub-recipient open, transparent and conducive to trust building and mutual learning?
- ✓ Does the sub-recipient adequately represent the community?
- ✓ Does the goal of the sub-recipient reflect the priorities of the community, and if not, or only partially, has CSSC sought to influence and align these change goals at all?

General Observations

SAMPLE Guiding Questions for a Performance Monitoring Site Visit

- ✓ Is there evidence of fair, impartial and proportional distribution of project benefits or conversely is there evidence of favoritism, any kind of disproportional benefits or corruption? [question addressed to community members]
- ✓ Are there unintended benefits or harm accrued as a result of the activities performed under the sub-agreement? [question addressed to sub-recipient and community members]
- ✓ Is there any evidence of personal financial gain - either directly or indirectly to CSSC or sub-recipient staff - as a result of the activities performed under the sub-agreement?
- ✓ Is there any evidence of wrong doing including conflict of interest considerations of any kind by CSSC staff, sub-recipient staff or community members?
- ✓ Is 2nd tier sub-recipient monitoring (if applicable) sufficient?

SAMPLE Site Visit - Performance Monitoring Report Format

Sub-Recipient Name	Sub-Agreement #
Date of Previous Site Visit:	Date of Current Site Visit:
Persons Present During Site Visit:	
Purpose of Visit: For example, state whether this is a routine visit; follow-up of specific issue identified in Performance Report; capacity building activity; etc.	
Key Learning Areas / Summary of Major Findings - Include notable changes over time. - If both Performance and Finance / Admin Monitoring will be conducted by the same CSSC staff member during the visit, this section may be divided into sub-sections such as: Program Performance, Finance/Admin, Other.	
Next Actions - Describe any required follow-up actions on site visit findings or outstanding issues, including needed changes to sub-recipient implementation or monitoring plan. - Include actions required of both CSSC and sub-recipient staff. - It may be helpful to divide actions/issues into categories, for example: those taken during site visit; those requiring immediate follow-up by local project staff; and those requiring discussion by a higher level such as the Program Management Team.	
Details Provide bulleted observations	
Attachments In some cases supporting documentation for findings reported in a site visit must be attached for review by CSSC staff, sub-recipient staff, auditors or other parties upon request. State the physical location of the documents in the event they are located separately.	

Prepared By (CSSC staff member conducting site visit):

Name: _____

Signature: _____

Date: _____

Reviewed By (Sub-Recipient staff member approving report):

Name: _____

Signature: _____

Date: _____

Distribution: (i.e. who will receive a copy of the report)

Tool 16 - Site Visit - Finance Admin Monitoring Procedures Development

Objective

The objective of this activity is to assist CSSC staff with the development of specific procedures - and a project-specific format - to guide CSSC staff in conducting site visits to monitor sub-recipient compliance with finance and administration terms and conditions stated in the donor award. In general, such monitoring site visits are conducted by staff experienced in finance and administration issues.

Site visits focused on monitoring program issues are often conducted by program staff experienced in the specific technical area addressed by the project. As such, development of site visit procedures is also discussed in **Site Visit - Performance Monitoring Procedures Development**.

- When the same CSSC staff member is responsible for conducting site visits for both performance and finance / administration monitoring, efforts should be made to combine formats if possible.

Tasks

1. **Review the 'generic' Monitoring Plan for the project** and record all finance / admin related indicators that must be monitored through site visits.
2. **Design a standard Site Visit Report Format** to facilitate the data collection process and to document the output. The **Site Visit – Finance Admin Monitoring Report Format - EXAMPLE** in the TOOLKIT illustrates such a format designed for a 'routine compliance site visit. In addition to inclusion of any other indicators identified in #1 above, your format should provide space for staff to qualitative data on issues such as the following:
 - The sub-recipient's understanding and use of CSSC provided, required formats (e.g. Financial Report, Liquidation/Disbursement form)?
 - Questions raised during the desk review of Financial Reports.
 - The need for additional assistance or other resources to support sub-recipient's compliance efforts.
3. **Develop written procedures for the site visit process.** These procedures should address the following issues:
 - Staff member(s) responsible for conducting the site visits; and the related issue of whether or not monitoring of finance / admin will be conducted simultaneously with monitoring of sub-recipient performance. Responsibility should be officially assigned. Also, if sub-recipients have sub-agreements with more than one CSSC project, mechanisms to coordinate site visits by staff from both / all projects must be developed.
 - Frequency of site visits (usually related to risk ranking and/or periodic intervals of sub-recipient activity)
 - Documents that will need to be assembled in preparation (e.g. the sub-agreement, donor regulations, the sub-recipient's most recent Financial Report, etc).
 - Sub-recipient notification of proposed site visit.
 - Special procedures for 'high risk' sub-recipients. For example, it may be necessary to ascertain if the financial reports were prepared in accordance with the required accounting basis; or to review accounting records and ascertain if all applicable accounts were included in the current financial report (e.g., program income, expenditure credits, loans, and reserve funds).

Tool 16 - Site Visit - Finance Admin Monitoring Procedures Development

- Handling of non-compliant findings, abnormalities, questionable practices, or suspected wrongdoing. (See **Responding to Sub-Recipient Irregularities - EXAMPLE** for suggested procedures.)
- Approval, follow-up, distribution and systematic filing of Site Visit Reports; with person(s) responsible for each of these tasks clearly specified.

Tool 17 - Site Visit - Finance Admin Report Format SAMPLE

Sub-Recipient Name:		Agreement end date:			
Sub-Agreement Number:		Total committed amount:			
Visit date:		Period covered by this review:			
		Status and Results			
No.	Item	Yes	No	N/A	Comments
FINANCE AND ACCOUNTING					
Cash Reconciliation					
1	Cash reconciliation for the previous month is signed by non-accounting personnel.				
2	Bank reconciliation and cash balances equal outstanding advances				
Accounting Records					
3	Cumulative expenses match with general ledger.				
4	Select one payment from the General Ledger <u>below Tshs 1,000,000</u> and review documentation.				
	Is there a supporting invoice?				
	Was the approval procedure followed?				
	Was the invoice approved prior to recording and payment?				
5	Select a second payment from the General Ledger <u>below Tshs 1,000,000</u> and review documentation.				
	Is there a supporting invoice?				
	Was the approval procedure followed?				
	Was the invoice approved prior to recording and payment?				
6	Select one payment from the General Ledger <u>between Tshs 1,000,001 and Tshs 10,000,000</u> and review documentation.				
	Is there a supporting invoice?				
	Was the approval procedure followed?				
	Was the invoice approved prior to recording and payment?				
7	Select one payment from the General Ledger <u>above Tshs 10,000,000</u> and review documentation.				
	Is there a supporting invoice?				
	Was a competitive bidding process followed?				
	Is the bidding process documented?				
	Was the approval procedure followed?				
	Was the invoice approved prior to recording and payment?				
8	Select a second payment from the General Ledger <u>above Tshs 10,000,000</u> and review documentation.				
	Is there a supporting invoice?				
	Was a competitive bidding process followed?				
	Is the bidding process documented?				
	Was the approval procedure followed?				
	Was the invoice approved prior to recording and payment?				
9	Select a payment for telephone bill and review documentation to ensure personal phone calls are excluded.				
10	Select a second payment for telephone bill and review documentation to ensure personal phone calls are excluded.				
11	Select one payment to reimburse for gasoline purchase (for vehicle).				
	Is a voucher available?				
	Is there a log book to record mileages for each gasoline purchase?				
	Is there documentation to verify that mileage is reasonable for purpose?				

Tool 17 - Site Visit - Finance Admin Report Format SAMPLE

No.		Item	Status and Results			
			Yes	No	N/A	Comments
12	Select a second payment to reimburse for gasoline purchase (for vehicle).					
	Is a voucher available?					
	Is there a log book to record mileages for each gasoline purchase?					
	Is there documentation to verify that mileage is reasonable for purpose?					
13	Select a payment for contract (office rental, vehicle rental, housing rental, etc.)					
	Is a valid contract kept on file?					
	Does the payment reflect contracted amount?					
	Was the payment approved by authorized staff?					
	Is the receipt attached?					
14	Select a second payment for contract (office rental, vehicle rental, housing rental, etc.)					
	Is a valid contract kept on file?					
	Does the payment reflect contracted amount?					
	Was the payment approved by authorized staff?					
	Is the receipt attached?					
15	Have pending or questionable costs noted in current Finance Report been verified as allowable and related to program. If no, list amounts that must be deducted from next payment.					
PERSONNEL AND CONSULTANTS						
Personnel Cost						
1	Select one salary payment or Month for a national staff					
	Is the payment voucher on file?					
	Is the voucher signed by authorized personnel?					
	Is a contract on file and valid?					
	Does the payment agree with the contracted amount?					
	Is a job description kept on file?					
	Are timesheets kept on file?					
	Does the time sheet include the following					
	Name?					
	Position/title?					
	Time period covered by the time sheet?					
	Total daily hours worked?					
	Daily hours charged to this sub-grant, if different than total hours?					
	Does the time sheet system reflect after-the-fact reporting of actual time worked?					
	Is there documentation of the employee's sick leave, vacation, etc?					
2	Select a second salary payment for a national staff during a different month					
	Is the payment voucher on file?					
	Is the voucher signed by authorized personnel?					
	Is a contract on file and valid?					
	Does the payment agree with the contracted amount?					
	Is a job description kept on file?					
	Are timesheets kept on file?					
	Does the time sheet include the following					
	Name?					
	Position/title?					
	Time period covered by the time sheet?					
	Total daily hours worked?					
	Daily hours charged to this sub-grant, if different than total hours?					
	Does the time sheet system reflect after-the-fact reporting of actual time worked?					
	Is there documentation of the employee's sick leave, vacation, etc?					
3	Select accrual or payment for severance and other Fringes charges for a national staff during a one month					

Tool 17 - Site Visit - Finance Admin Report Format SAMPLE

		Status and Results			
No.	Item	Yes	No	N/A	Comments
	Accrual is charged in accordance with approved sub-grantee benefit package				
	Accrual/ payment is charged based on proportion of staff time spent on the sub grant.				
	Benefits are charged to all Sub-grantee grants and not just ours				
Consultants					
4	Select a consultant payment from the general ledger for an international consultant				
	Is the consulting work identified in the approved sub-grant budget?				
	Is there a valid consulting agreement with a scope of work/terms of reference?				
	Does the consultant's invoice document the work done for the invoice?				
	Is the work documented in the invoice included in the scope of work?				
	Is the work done within the timeline of the consulting agreement?				
	If there are deliverables, were they satisfactorily completed and documented?				
	Who approved the invoice for payment?				
5	Select a second consultant payment from the general ledger for an international consultant				
	Is the consulting work identified in the approved sub-grant budget?				
	Is there a valid consulting agreement with a scope of work/terms of reference?				
	Does the consultant's invoice document the work done for the invoice?				
	Is the work documented in the invoice included in the scope of work?				
	Is the work done within the timeline of the consulting agreement?				
	If there are deliverables, were they satisfactorily completed and documented?				
	Who approved the invoice for payment?				
TRAVEL					
1	Select from the General Ledger payment for an international trip				
	Is the trip included in the sub-grant approved				
	Did the trip have advance approval?				
	Was the trip pre-approved by an authorized staff member?				
	Does the itinerary seem reasonable from departure point to destination point?				
	If applicable, is a certificate of unavailability of US carriers used and on file?				
	Was a travel expense report submitted and kept in files?				
	Did the traveler sign the travel expense report form?				
	Was the travel expense report form approved by an authorized staff member?				
	Are receipts attached to the travel expense report?				
	Is there an internal per diem policy?				
	Is the per diem allowance observed in the travel expense report?				
2	Select from the General Ledger payment for an international trip				
	Is the trip included in the sub-grant approved				
	Did the trip have advance approval?				
	Was the trip pre-approved by an authorized staff member?				
	Does the itinerary seem reasonable from departure point to destination point?				

Tool 17 - Site Visit - Finance Admin Report Format SAMPLE

		Status and Results			
No.	Item	Yes	No	N/A	Comments
	If applicable, is a certificate of unavailability of US carriers used and on file?				
	Was a travel expense report submitted and kept in files?				
	Did the traveler sign the travel expense report form?				
	Was the travel expense report form approved by an authorized staff member?				
	Are receipts attached to the travel expense report?				
	Is the per diem allowance observed in the travel expense report?				
3	Select from the General Ledger payments for domestic travel				
	Was a travel expense report submitted and kept in files?				
	Did the traveler sign the travel expense report form?				
	Was the travel expense report form approved by an authorized staff member?				
	Are receipts attached to the travel expense report?				
	Was the internal local per diem policy followed?				
	Is the per diem allowance observed in the travel expense report?				
INVENTORY AND CAPITAL ASSETS					
1	Select from the General Ledger one payment for <u>capital asset</u> .				
	List item description in Comments column.				
	List date and amount recorded to General Ledger in the Comments column.				
	Was asset included in the sub-grant approved budget?				
	Did the sub-recipient follow source - origin requirements?				
	Is the following information included for the item in the inventory list:				
	Description of item.				
	Purchased amount.				
	Purchased date.				
	Manufacturer.				
	Serial number.				
	Location of capital asset.				
2	Select from the General Ledger one payment for <u>equipment</u> .				
	List item description in Comments column.				
	List date and amount recorded to General Ledger in the Comments column.				
	Did the sub-recipient follow source - origin requirements?				
	Is this item included in the inventory list?				
	Is the following information included for the item in the inventory list:				
	Description of item.				
	Purchased amount.				
	Purchased date.				
	Manufacturer.				
	Serial number.				
	Location of equipment.				
3	Select from the General Ledger one <u>procurement payment</u> for a purchase <u>that requires bid documentation</u> .				
	Is bid documentation on file?				
	Is there documentation demonstrating price/cost analysis?				
	Were source and/or origin waivers obtained (if necessary)?				
	Is proof of delivery on file?				
4	Have any inventory and asset been disposed of? If YES:				
	Is disposition procedure documented?				

Tool 17 - Site Visit - Finance Admin Report Format SAMPLE

Item		Status and Results			
No.	Item	Yes	No	N/A	Comments
	Was donor approval obtained (if required)?				
5	Are property records periodically balanced against G/L accounts?				
6	List date of last inventory in Comments column.				
7	Are assets adequately safeguarded against damage and loss?				
ALLOCATION OF OTHER DIRECT COSTS					
1					
2					
3					
4					
GENERAL					
1	Are transaction records - and supporting documents - orderly and readily available?				
2	Can Finance staff name major categories of disallowed costs per donor regulations?				
3	Are there either new staff or vacancy in 1 or more key finance or admin position? If possible state reason.				
4	Has progress been made on a Plan of Action resulting from previous monitoring activities (including audits)? Specify.				
5	Is there any evidence of any kind of personal financial gain as a result of the sub-agreement project either directly or indirectly to CSSC or sub-recipient staff?				
6	Is there any evidence of wrong doing including conflict of interest considerations of any kind by CSSC staff, sub-agreement staff or beneficiaries?				
DONOR SPECIFIC REQUIREMENTS					
Davis-Bacon Act					
1	Is sub-recipient aware of requirements?				
2	Is sub-recipient receiving copies of certified payrolls?				
Eligibility					
1	Is eligibility determination documented and verified?				
2	Are benefit/payment calculations accurate?				
Matching / Level of Effort/Earmarking					
1	Is activity-based level of effort/earmarking requirements met?				
2	Based on desk audit of cash disbursements journal/general ledger, is match properly recorded?				
Program Income					
1	Based on a review activity reports, do any activities appear to generate program income?				
2	Is program income deducted or reflected in request for funds?				
Sub-recipient (2nd tier) Monitoring					
1	Is sub-recipient monitoring plan being followed? (Review documentation of monitoring activities.)				

ADDITIONAL COMMENTS:

Finance / Admin

Completed by:

Sub-Recipient

Reviewed by:

Tool 17 - Site Visit - Finance Admin Report Format SAMPLE

Item		Status and Results			
No.	Item	Yes	No	N/A	Comments
Signature:					
Date Completed:					
Signature:					
Date:					
Program Staff Confirmation					
Name:					
Signature					
Date:					

Date:

Name of Contact in Partner Organization

Address of Partner Organization

Name of CSSC Representative

Address of CSSC Representative

Ref: Close out of Sub-agreement # 0000000000

Dear Mr/s XYZ,

This letter serves as reminder of the actions needed to be taken by your organization in order to facilitate final program closeout. CSSC (INSERT CO NAME) will require that closeouts be completed within the timeframe of the sub agreement which ends XXX. The closeout process includes completion of all work described under the sub agreement, the closing out of sub grants and subcontracts made under the sub agreement if any, payment on outstanding obligations incurred, final accounting of grant funds, return of excess funds, and submission of final reports.

Within sixty (60) days after the Subgrant expiration date INSERT DATE, INSERT SUBGRANTEE NAME organizations shall submit to CSSC the following documents:

1. Final Financial Status Report using the template specified in the subagreement which reflects the required percentage of matching funds that the Subgrant agreed to contribute under the terms of the grant.
2. Final Project Narrative Report
3. Equipment Inventory (if applicable)
4. Inventory of Unused or Residual Supplies (if applicable)
5. Return of Payments (if applicable)
6. Copyrights and Patents (if applicable)

Upon completion of all required actions, the submission of the items above, and any appropriate financial adjustments and payments, CSSC INSERT CO NAME will provide INSERT SUB GRANTEE NAME a formal letter certifying final close out of this sub agreement.

Sincerely,

XXXX

Tool 19 - Sub-Agreement Close-Out Checklist

Sub-agreement Number	Project Title:
Sub-Recipient:	
Completion Date:	Last Modification:

I. Program

	Yes	No	N/A
1. The Sub-Recipient has completed all requirements, terms and conditions of the sub-agreement.	_____	_____	_____
2. The Sub-Recipient has conducted and submitted the final evaluation.	_____	_____	_____
3. The Sub-Recipient has submitted the final Performance report.	_____	_____	_____
4. Any amount due to sub-recipient has been settled.	_____	_____	_____
5. The final Financial report has been submitted.	_____	_____	_____
6. A final audit report has been submitted.	_____	_____	_____
7. All questioned costs are resolved.	_____	_____	_____
8. If not why? _____	_____	_____	_____
9. List of all capital assets received and is complete	_____	_____	_____
10. Disposition plan received and approved by CSSC and Development Partner	_____	_____	_____

Attach all final reports before forwarding to HQ for final close-out.

Remarks: _____

Based on the foregoing, I recommend the closeout of this sub-agreement:

Program/Project Manager's Signature _____ **Date** _____

Printed Name: _____

II. Financial Management

	Yes	No	N/A
A. Has a Desk Audit/Review been done?	_____	_____	_____
1. Are all direct costs acceptable?	_____	_____	_____
2. Are any disallowed costs resolved?	_____	_____	_____
3. Have the final ICR been determined?	_____	_____	_____
4. Does the sub-recipient's claim exceed obligated amount?	_____	_____	_____
5. If item 4 is "YES", has a refund been made and received from the sub-recipient?	_____	_____	_____
6. If item 4 is "NO", has the final amount due to the sub-recipient been established?	_____	_____	_____
B. Financial Review			
1. Has the final financial report been received?	_____	_____	_____
2. Have all excess payment advance been recovered?	_____	_____	_____
3. Have all unexpended funds been de-obligated?	_____	_____	_____
4. Was the final payment been released?	_____	_____	_____
5. If item 4 is NO, how much is the final due?			
6. Amount Obligated Total Reported Expenditure Total Disbursement Made			

Remarks: _____

Based on the foregoing, I recommend the close-out of this sub-agreement.

Sub-grant Coordinator Signature _____ **Date** _____

Printed Name: _____

Tool 19 - Sub-Agreement Close-Out Checklist

IV Approving Office

Based on the recommendations contained in Parts I through III, above, it is here by determined that all required sub-grant administration actions have been fully and satisfactorily accomplished.

Project Manager's Signature _____ **Date:** _____

Printed Name: _____

Program Director Signature _____ **Date:** _____

Printed Name: _____

