

## RÉSEAU DES FEMMES LEADERS POUR LE DÉVELOPPEMENT

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# Sub-Granting & Partner Management Policy

**Governing RFLD's re-granting function, the management of 670+ member organisations, and all implementing partnerships**

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# 1. Purpose, Context, and RFLD's Re-Granting Model

## 1.1 Why This Policy Exists

This Sub-Granting and Partner Management Policy ('the Policy') governs the full lifecycle of RFLD's re-granting and partner management functions — from partner identification through due diligence, agreement, disbursement, monitoring, reporting, capacity support, and closeout. It applies to all sub-grants, re-grants, partnership agreements, and consortium arrangements made with RFLD resources or under RFLD's institutional name, regardless of funding source, grant size, or country of implementation.

Sub-granting is not peripheral to RFLD's mission — it is central to it. RFLD is a feminist intermediary organisation. Its role is to hold resources, accountability mechanisms, and technical capacity on behalf of the 670 member organisations that make up its network, enabling those organisations to access international funding, technical standards, and institutional legitimacy that they could not access independently.

RFLD's re-granting function expands in scale, complexity, and geographic reach — covering digital rights, safeguarding of WHRDs, environmental activism, and TFGBV prevention across francophone West and Central Africa. This Policy provides the governance framework for that expansion.

## 1.2 The Theory of Change Behind RFLD's Intermediary Model

RFLD's approach to sub-granting is grounded in a specific theory of change: that the most effective feminist programming is designed and delivered by organisations embedded in and accountable to the communities they serve. International donors and large NGOs rarely have the trust, the linguistic reach, the cultural proximity, or the political legitimacy to reach the women who most need support in francophone West Africa, in the Sahel, or in fragile civic space environments. RFLD's 670 member organisations do.

This theory of change creates accountability obligations in two directions: RFLD is accountable to its donors (Sida, GIZ/BMZ, and others) for the responsible stewardship of their funds; and RFLD is accountable to its member organisations and the communities they serve for providing resources, support, and systems that are accessible, appropriate, and non-exploitative. This Policy is the mechanism through which RFLD discharges both sets of accountability obligations simultaneously.

## 1.3 Relationship to Other RFLD Policies

| Related Policy                                                    | Interface with This Policy                                                                                                                                                                                                              |
|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>RFLD Financial Management Policy (RFLD-POL-FIN-v1.0)</b>       | Governs the financial controls (dual authorisation, three-way match, bank verification) that apply to sub-grant disbursements. Sub-grant financial management requirements in Section 8 operate within this framework.                  |
| <b>RFLD Procurement Policy (RFLD-POL-PROC-v1.0)</b>               | Governs procurement activities conducted by partners with RFLD sub-grant funds where the sub-grant agreement requires procurement compliance. Partners above a specified threshold must apply RFLD procurement standards or equivalent. |
| <b>RFLD Anti-Corruption &amp; Col Policy (RFLD-POL-ACOI-v1.0)</b> | Governs integrity obligations of partners — anti-corruption clauses, conflict of interest requirements, and the mandatory reporting of integrity violations to RFLD's Ethics Committee.                                                 |
| <b>RFLD Safeguarding &amp; PSEAH Policy (RFLD-POL-SFG-v1.0)</b>   | Governs safeguarding obligations of implementing partners as set out in Section 12 of this Policy. PSEAH requirements are tiered by partner category.                                                                                   |
| <b>RFLD Data Protection Policy (RFLD-POL-DPP-v1.0)</b>            | Governs how partner organisations must handle personal data of beneficiaries and programme participants in RFLD-funded activities — particularly sensitive given RFLD's work with WHRDs.                                                |
| <b>RFLD Risk Management Policy (RFLD-POL-RISK-v1.0)</b>           | Partner risk is a mandatory category in RFLD's organisational risk register. This Policy's due diligence and monitoring framework feeds into the risk register quarterly.                                                               |

## 2. Scope and Key Definitions

### 2.1 Scope of Application

This Policy applies to all sub-grants, re-grants, implementing partnerships, consortium arrangements, and related agreements made by RFLD. It applies regardless of: the source of the funds being sub-granted; the size of the sub-grant; the legal form of the partner organisation; the country in which the partner operates; or whether the partner is a RFLD member organisation or an external entity. This Policy applies to the full sub-grant lifecycle from inception to closeout.

### 2.2 Key Definitions

| Term                           | Definition                                                                                                                                                                                                                                                                                                        |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Sub-Grant</b>               | A financial award made by RFLD to a partner organisation or individual for the purpose of implementing specified programme activities. A sub-grant involves a transfer of resources and a corresponding transfer of accountability obligations.                                                                   |
| <b>Re-Grant</b>                | A sub-grant made through RFLD's WAFF Fund or equivalent re-granting mechanism to a member organisation — typically at smaller scale and with a lighter-touch accountability framework proportionate to the grant size.                                                                                            |
| <b>Implementing Partner</b>    | An organisation that receives an RFLD sub-grant and delivers specified programme activities under a formal sub-grant agreement. Implementing partners bear direct accountability for results and financial stewardship.                                                                                           |
| <b>Consortium Partner</b>      | An organisation that is a formal member of a programme consortium — for example, Magamba Network or DefendDefenders under NAFASI — receiving RFLD funds as a co-implementer with a defined scope and budget. Consortium partners operate under a Consortium Agreement rather than a standard sub-grant agreement. |
| <b>Member Organisation</b>     | One of RFLD's 670 registered member organisations. Member organisations are eligible for WAFF Fund re-grants and other RFLD resourcing mechanisms as part of RFLD's core network model.                                                                                                                           |
| <b>Institutional Partner</b>   | An organisation collaborating with RFLD on advocacy, policy, or programmatic objectives without a funds transfer. Institutional partnerships are governed by a Memorandum of Understanding (MoU) rather than a sub-grant agreement.                                                                               |
| <b>Due Diligence</b>           | The systematic process of assessing a partner's legal status, financial capacity, technical competence, governance quality, and integrity record before entering a sub-grant relationship.                                                                                                                        |
| <b>Sub-Grant Agreement</b>     | The legally binding document specifying the terms and conditions under which RFLD awards a sub-grant, including activities, budget, timeline, reporting, audit, and compliance obligations.                                                                                                                       |
| <b>Disbursement</b>            | The transfer of sub-grant funds from RFLD to a partner organisation, made in accordance with the disbursement schedule and accountability conditions in the sub-grant agreement.                                                                                                                                  |
| <b>Instalment</b>              | A tranche of the total sub-grant amount disbursed at a specific point in the grant period, subject to the satisfaction of accountability conditions.                                                                                                                                                              |
| <b>Recovery</b>                | The process by which RFLD reclaims sub-grant funds from a partner in whole or in part, where those funds were not used in accordance with the sub-grant agreement.                                                                                                                                                |
| <b>Capacity Strengthening</b>  | Structured support — training, mentorship, technical assistance, systems improvement — provided by RFLD to a partner to improve their ability to manage, account for, and deliver with RFLD funds.                                                                                                                |
| <b>Feminist Accountability</b> | An approach to partner accountability that is grounded in RFLD's feminist values — treating partners as actors with agency rather than mere delivery vehicles; investing in their capacity rather than only extracting their performance; and recognising that genuine accountability flows in both directions.   |
| <b>WAFF Fund</b>               | RFLD's West African Feminist Fund — RFLD's principal re-granting mechanism for channelling resources to member organisations for community-level feminist                                                                                                                                                         |

| Term                        | Definition                                                                                                                                                                         |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                             | programming.                                                                                                                                                                       |
| <b>Partner Risk Profile</b> | RFLD's documented assessment of the overall risk associated with a specific partner relationship, based on due diligence, grant value, programme context, and monitoring findings. |

### 3. Partner Relationship Categories

RFLD's partner relationships vary significantly in scale, formality, risk level, and accountability requirements. The following four categories govern the management approach for each relationship type. The category determines: the due diligence level; the agreement format; the disbursement structure; the monitoring intensity; the reporting requirements; and the capacity support obligations.

| Category                                             | Description                                                                                                                                                 | Typical Examples                                                                                                            | Governing Instrument and Key Features                                                                                                                                                                  |
|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Tier 1 WAFF Re-Grant</b>                          | Small-scale re-grant to a registered RFLD member organisation for community-level programming. Grant value up to USD 5,000.                                 | Individual women's rights groups; community health organisations; local environmental collectives; youth feminist clubs.    | Simple Grant Letter + Conditions document. Light-touch reporting (narrative + financial summary). Field verification of delivery. Emphasis on accessibility and proportionality.                       |
| <b>Tier 2 Programme Sub-Grant</b>                    | Mid-scale sub-grant to a civil society organisation for delivery of a defined programme component. Grant value USD 5,001 – 25,000.                          | Regional NGOs; national women's rights organisations; digital rights training providers; SRHR service organisations.        | Full Sub-Grant Agreement. Standard financial and narrative reporting. Mid-term and final report. At least one field visit per grant cycle. Partner financial management training offered.              |
| <b>Tier 3 Strategic Sub-Grant</b>                    | Large-scale sub-grant to an established organisation for a significant programme component. Grant value USD 25,001 – 100,000.                               | National advocacy organisations; digital security training institutes; regional feminist networks; legal aid organisations. | Full Sub-Grant Agreement with enhanced provisions. Quarterly financial reporting. Enhanced due diligence including audited accounts. Regular field visits. Capacity assessment and strengthening plan. |
| <b>Tier 4 Consortium / Institutional Partnership</b> | Co-implementation partnership with a peer organisation as part of a formal programme consortium, or an institutional MoU without funds transfer. Any value. | Magamba Network, DefendDefenders (NAFASI consortium); ACHPR bodies; ECOWAS institutions; UN agencies.                       | Consortium Agreement or MoU. Joint governance mechanisms. Shared MEL framework. Donor-aligned reporting. Mutual accountability provisions. Specific terms negotiated for each partnership.             |

#### FEMINIST RESOURCING PRINCIPLE

RFLD actively works to ensure that smaller, grassroots, and community-based organisations — particularly those operating in francophone West Africa outside the mainstream of anglophone international development — can access sub-grants without being crushed by disproportionate reporting and compliance burdens. The tiered approach is designed to be proportionate: smaller grants face lighter requirements, not because accountability matters less, but because accessible accountability is more genuine accountability.

## 4. Partner Selection — Principles and Process

### 4.1 Selection Principles

All partner selection decisions must be based on the following principles. No partner may be selected on the basis of personal relationship, ethnic or regional affiliation, political alignment, or any other factor that is not directly relevant to the partner's capacity to deliver the programme objectives:

- Merit: Partners are selected on the basis of their technical competence, organisational capacity, and track record — not on the basis of any personal relationship with RFLD staff or Board members.
- Mission alignment: Partners must demonstrate a genuine commitment to women's rights, civic space, digital rights, or other areas directly relevant to the RFLD programme in question.
- Feminist values: Partners must demonstrate, through their governance, practices, and operations, a genuine commitment to gender equality — not merely as a programmatic theme but as an organisational practice.
- Geographic and linguistic reach: RFLD actively seeks partners with francophone, lusophone, and community language capacity in under-served regions, consistent with RFLD's mandate to close the linguistic and geographic funding gap in West and Central Africa.
- Proportionality: Partners are assessed against criteria that are proportionate to the scale and nature of the proposed engagement — a USD 3,000 WAFF grant does not require the same selection process as a USD 80,000 strategic sub-grant.

### 4.2 Partner Identification Sources

RFLD identifies potential partners through the following channels:

- RFLD's network of 670 member organisations — the primary pipeline for WAFF Fund re-grants.
- Open calls for proposals — for Tier 2 and Tier 3 sub-grants, RFLD publishes open calls on its website ([rflgd.org](http://rflgd.org)) and relevant civil society platforms.
- Referrals from trusted consortium partners and peer networks — provided that the referral does not create a conflict of interest for the referring party.
- RFLD's continental policy hubs (DONÜESE Data Center, Maputo Protocol Hub, ACDEG Hub, West Africa Legislative Platform) — which maintain databases of civil society actors in RFLD's thematic and geographic focus areas.
- Donor recommendations — where a donor suggests a specific partner, RFLD applies the same due diligence process as for any other candidate.

### 4.3 Open Call Process for Tier 2 and Tier 3 Sub-Grants

For sub-grants above USD 5,000, RFLD conducts an open and competitive selection process:

1. Call for Proposals published on [rflgd.org](http://rflgd.org) and distributed through RFLD's network — minimum open period of 21 calendar days.
2. Application form requires: organisational profile; registration documents; programme proposal; budget; team biography; references; and integrity declaration.
3. Applications assessed by a Selection Panel of at least three RFLD staff members using a pre-defined scoring matrix based on published criteria.
4. Shortlisted organisations invited for clarification call or interview.
5. Due diligence conducted on recommended organisations before final selection.
6. Selection decision documented in a Selection Memorandum signed by the Programmes Lead and Finance Manager.
7. All applicants notified of the outcome.

### 4.4 Sole Selection and Justified Direct Award

A direct award to a specific organisation — without an open call — is permitted only in the following circumstances:

- The partner is a RFLD member organisation eligible for a WAFF Fund re-grant (Tier 1 only).
- The programme design specifically requires a partner with unique qualifications that only one organisation possesses — documented in writing with justification.

- An existing partner is being renewed on the basis of demonstrated performance — subject to updated due diligence.
- An emergency situation requires immediate partnership without time for a competitive process — subject to post-award review within 60 days.

All direct awards above USD 5,000 require written approval from the Executive Director and must be documented in the partner file with full justification.

#### **4.5 Conflict of Interest in Partner Selection**

Any RFLD staff member, Selection Panel member, or Board member who has a personal, family, or financial relationship with a candidate organisation must declare this conflict and recuse themselves from the selection process. Recusal must be documented. Undisclosed conflicts of interest in partner selection are treated as a serious integrity violation under RFLD's Anti-Corruption and Conflict of Interest Policy (RFLD-POL-ACOI-v1.0).

## 5. Partner Due Diligence Framework

### 5.1 The Purpose of Due Diligence

Due diligence serves three purposes: protecting RFLD and its donors from the risk of funds being misused; protecting partner organisations from taking on obligations beyond their capacity; and building the foundation of trust and mutual understanding on which an effective partnership depends. Due diligence is not a gatekeeping mechanism designed to exclude smaller or less formal organisations — it is a proportionate assessment of capacity and risk that informs what level of support and monitoring a partner will need.

### 5.2 Tiered Due Diligence Requirements

| Tier          | Grant Value                     | Due Diligence Level           | Minimum Documentation Required                                                                                                                                                                                                                                                      |
|---------------|---------------------------------|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Tier 1</b> | Up to USD 5,000                 | Basic integrity check         | Registration document or equivalent; self-declaration on integrity and safeguarding; bank account confirmation; signed grant letter.                                                                                                                                                |
| <b>Tier 2</b> | USD 5,001 – 25,000              | Standard assessment           | All Tier 1 documents + prior year financial statements; bank account and signatory confirmation; PSEAH self-declaration; 2 references; completed Partner Due Diligence Questionnaire (Annex A — Section A).                                                                         |
| <b>Tier 3</b> | USD 25,001 – 100,000            | Enhanced assessment           | All Tier 2 documents + 2 years' audited or independently reviewed accounts; governance structure and board list; procurement policy or RFLD procurement commitment; full Partner Due Diligence Questionnaire (Annex A — all sections); capacity assessment; site visit recommended. |
| <b>Tier 4</b> | Above USD 100,000 or Consortium | Full institutional assessment | All Tier 3 documents + legal review of registration; financial systems assessment; external safeguarding assessment; donor-aligned due diligence (e.g., Sida partner assessment tool); Board-level approval of partnership; site visit mandatory.                                   |

### 5.3 Debarment and Sanctions Screening

Before any sub-grant agreement is signed, the Finance Officer screens the proposed partner against the following debarment and sanctions lists:

- UN Security Council Consolidated Sanctions List.
- European Union Restrictive Measures database.
- World Bank Group Debarment and Ineligibility List.
- OFAC (US Treasury Office of Foreign Assets Control) Specially Designated Nationals List.
- Sida's list of excluded organisations and individuals.

Screening results are documented in the partner file. Any match — even a potential match requiring clarification — must be escalated to the Finance Manager and Executive Director immediately and resolved before any disbursement is made. Screening is repeated annually for multi-year sub-grants.

### 5.4 Financial Capacity Assessment

For Tier 2 and above, the Finance Manager reviews the partner's financial statements or management accounts to assess:

- Whether the partner has managed grants of similar or comparable size to the proposed sub-grant.
- Whether the partner maintains basic financial management systems — a bank account, financial records, and the capacity to produce a financial report.
- Whether the partner has any outstanding audit findings, unexplained liabilities, or financial irregularities in previous years.
- Whether the partner's organisational turnover is such that the proposed sub-grant would represent an appropriate proportion of their total income (a very large grant to a very small organisation creates dependency and management risk).

Where a partner's financial capacity is found to be insufficient for the proposed grant, RFLD may: reduce the grant size; require additional financial management support; implement more intensive monitoring; or decline the application. Declining is a last resort — RFLD's preference is to build capacity where feasible.

## 5.5 Due Diligence for Returning Partners

Partners with a previous satisfactory grant record may be eligible for expedited due diligence on renewal — provided: the previous sub-grant was closed without financial irregularities; all reports were submitted on time and accepted; no integrity concerns were raised; and the updated self-declaration confirms no material changes in the organisation's governance or financial situation. Expedited due diligence involves: updated registration confirmation; updated integrity declaration; updated bank account verification; and a brief capacity update discussion. The Finance Manager must sign off on the expedited due diligence decision.

## 6. Sub-Grant Agreement — Mandatory Provisions

### 6.1 When an Agreement Is Required

A signed sub-grant agreement or grant letter is a mandatory pre-condition for any disbursement of any amount. No funds may be transferred to any partner — regardless of urgency, relationship, or programme context — without a signed agreement in place. This requirement applies to Tier 1 (grant letter) through Tier 4 (full Consortium Agreement). The agreement must be signed before the first disbursement, not concurrent with it and never after.

### 6.2 Mandatory Provisions for All Sub-Grant Agreements (Tiers 2–4)

Every RFLD sub-grant agreement must contain the following provisions. These are non-negotiable minimum standards. RFLD's standard agreement templates incorporate all provisions below and must not be amended to remove any of them without Finance Manager and Executive Director approval:

| Provision                             | Required Content                                                                                                                                                                                                                                                                                      |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Identity Clause</b>                | Full legal name; country of registration; registration number; registered address; tax identification number; and authorised signatory name and title for both RFLD and the partner. This is the foundational legal identity of both parties.                                                         |
| <b>Programme Description</b>          | A clear description of the activities to be implemented, the outputs to be delivered, the beneficiaries to be reached, the geographic coverage, and the programme period. Outputs must be specific, measurable, and time-bound.                                                                       |
| <b>Budget and Financial Terms</b>     | The total grant amount; the currency; the breakdown of the budget by activity/cost category; any restrictions on budget flexibility; the indirect cost rate permitted; and any match-funding obligations.                                                                                             |
| <b>Disbursement Schedule</b>          | The instalment structure — amounts, conditions, and timeline for each disbursement. At minimum: first instalment (up to 40%) on signing and bank verification; subsequent instalments on satisfactory accountability documentation. Full provisions in Section 7.                                     |
| <b>Financial Reporting</b>            | The format, frequency, and deadline for financial reports; the minimum documentation required to support each expenditure item; the threshold below which individual receipts are not required; and the bank account reconciliation requirements.                                                     |
| <b>Narrative Reporting</b>            | The format, frequency, and deadline for narrative/programmatic reports; the minimum content required; and the link between narrative and financial reports.                                                                                                                                           |
| <b>Audit Rights</b>                   | RFLD's right to audit the partner's financial and programme records related to the sub-grant at any time on reasonable notice (minimum 5 business days for desk audit; minimum 10 days for field audit). The relevant donor's equivalent right is also stated.                                        |
| <b>Anti-Corruption Clause</b>         | Binding the partner to the standards of RFLD's Anti-Corruption and Conflict of Interest Policy. Explicitly prohibiting bribery, fraud, facilitation payments, misuse of RFLD funds, and collusion. Requiring the partner to report any integrity incident to RFLD's Ethics Committee within 48 hours. |
| <b>Conflict of Interest Clause</b>    | Requiring the partner to disclose any conflict of interest affecting programme implementation or sub-grant management to RFLD within 5 business days of identification.                                                                                                                               |
| <b>PSEAH Clause</b>                   | Requiring the partner to have and implement an organisational PSEAH policy or to adopt RFLD's standards; to designate a Safeguarding Focal Point; and to report any PSEAH incident involving RFLD-funded activities to RFLD within 24 hours.                                                          |
| <b>Feminist Accountability Clause</b> | Requiring the partner to: ensure minimum 50% women's participation in programme activities; collect and report gender-disaggregated data; and prohibit any activity that reinforces gender discrimination or undermines women's rights.                                                               |
| <b>Data Protection Clause</b>         | Requiring the partner to handle all personal data — including beneficiary identities, contact details, and programme records — in accordance with RFLD's Data Protection Policy and applicable national law.                                                                                          |
| <b>Termination Clause</b>             | RFLD's right to terminate the agreement immediately for cause (confirmed or credible ongoing integrity violation, serious safeguarding failure, fraud) or with 30 days' notice for convenience. Partner's right to terminate with 30 days' notice for convenience.                                    |

| Provision                       | Required Content                                                                                                                                                                                                                                         |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Recovery Clause</b>          | RFLD's right to recover all or part of funds disbursed where those funds were not used in accordance with the agreement — including misappropriation, undocumented expenditure, or failure to deliver agreed outputs.                                    |
| <b>Governing Law</b>            | The law of the country governing the agreement (typically Benin for Cotonou-managed grants, Ghana for Accra-managed grants) and the dispute resolution process.                                                                                          |
| <b>Intellectual Property</b>    | Ownership of programme outputs, publications, data, and tools created with RFLD sub-grant funds. Standard provision: RFLD holds a perpetual, royalty-free licence to all outputs; partner retains ownership of pre-existing intellectual property.       |
| <b>RFLD's Donor Obligations</b> | A statement that this sub-grant is funded by [donor name] under grant reference [number], and that the partner's obligations under this agreement extend to the donor's requirements to the extent specified in an attached Donor Requirements Schedule. |

### 6.3 Tier 1 Grant Letter

For WAFF Fund re-grants and other Tier 1 awards, a simplified Grant Letter is used in lieu of a full sub-grant agreement. The Grant Letter must contain: the grant amount and currency; the activities funded; the key reporting requirement (one combined narrative and financial report at grant end); the bank account for disbursement; the anti-corruption declaration (signed by the partner); the PSEAH awareness confirmation; and the repayment obligation for undocumented or misused funds. The Grant Letter is signed by RFLD's Finance Manager and the partner's authorised representative.

### 6.4 Language of Agreements

Sub-grant agreements are available in English and French. For partners whose primary working language is French, the French version is the authoritative version. Where a partner's primary language is Portuguese, a Portuguese translation of key provisions is provided alongside the English or French original. RFLD does not require partners to operate in a language that is not their primary working language as a condition of accessing RFLD funding.

## 7. Disbursement Controls and Payment Schedule

### 7.1 Disbursement Principles

RFLD disburses sub-grant funds in instalments linked to accountability milestones — not in a single lump sum. This instalment-based model protects RFLD's funds by ensuring that each tranche of funding is only released once RFLD has evidence that the previous tranche has been used as intended. It also protects partners: smaller, more frequent disbursements reduce the financial management burden and the governance risk associated with holding large sums.

### 7.2 Standard Disbursement Schedule

| Instalment                    | Amount                       | Timing                                       | Conditions for Release                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------|------------------------------|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1st Instalment</b>         | Up to 40% of total sub-grant | Within 10 business days of agreement signing | (1) Sub-grant agreement signed by both parties. (2) Partner bank account details verified by Finance Officer — phone confirmation plus written bank letter. (3) Partner has confirmed designated Programme Contact. (4) Opening report or inception programme plan submitted (for Tier 3 and 4). (5) No debarment list match.                                                        |
| <b>2nd Instalment</b>         | Up to 40% of total sub-grant | On satisfaction of mid-term conditions       | (1) Mid-term financial report accepted by Finance Manager — minimum 70% of 1st instalment documented with supporting evidence. (2) Mid-term narrative report accepted by Programme Officer. (3) Outstanding queries from 1st instalment resolved. (4) No open integrity or safeguarding investigations involving the partner. (5) Debarment screening updated for multi-year grants. |
| <b>3rd / Final Instalment</b> | Remaining balance (max 20%)  | On satisfaction of final conditions          | (1) Final financial report accepted — full accounting of all sub-grant expenditure. (2) Final narrative report accepted — all outputs verified. (3) Unspent funds returned or carry-over agreed. (4) Audit report accepted (for Tier 3 and 4). (5) All queries resolved. (6) Partner performance scorecard completed.                                                                |

#### DUAL AUTHORISATION MANDATORY

All sub-grant disbursements of any amount require dual authorisation — the Executive Director and the Regional Finance Lead (Finance Manager) must both sign every disbursement. This is a non-waivable control that applies regardless of grant size, programme urgency, or operational context.

### 7.3 Bank Account Verification

Before the first disbursement under any sub-grant agreement, the Finance Officer must verify the partner's bank account details using the following two-step process:

8. Written verification: The partner submits a signed letter on organisational letterhead confirming: bank name and branch; account name (must match the legal name on the sub-grant agreement); account number and IBAN/SWIFT; and the name and title of authorised signatories.
9. Telephone confirmation: The Finance Officer calls the partner's main office number (not a number provided in the verification letter) and verbally confirms the bank account details with a different staff member than the person who submitted the written verification.

Both steps must be documented before any payment is processed. Where telephone confirmation cannot be completed within 5 business days, the Finance Manager escalates to the Executive Director for a decision on alternative verification. No disbursement is made until verification is complete.

### 7.4 Advance Disbursement Exceptions

In exceptional circumstances — such as a field emergency, a rapid-response grant, or a situation where the partner faces acute cash flow constraints that would prevent programme delivery — RFLD may disburse a higher proportion in the first instalment (up to 60% of total) or accelerate the second instalment before the normal accountability conditions are fully met. Such exceptions require:

- Written justification from the responsible Programme Officer.
- Finance Manager recommendation.
- Executive Director written approval.
- Enhanced monitoring for the remainder of the grant period.
- Documentation in the partner file and reporting in the next Quarterly Sub-Grant Report to the Board Finance Committee.

## 7.5 Currency and Exchange Rate

Sub-grants are disbursed in the currency specified in the sub-grant agreement — typically the currency of the partner's country of operation or USD. Where the sub-grant is funded from a donor grant in a different currency, the Finance Manager applies the UN Operational Rate of Exchange (UNORE) prevailing on the date of disbursement. Exchange rate losses are recorded in the sub-grant budget as a variance and explained in the financial report.

## 8. Financial Management by Partners

### 8.1 Minimum Financial Management Standards

All RFLD sub-grant recipients are required to manage their sub-grant in accordance with the following minimum standards. These standards are communicated at the point of due diligence, incorporated in the sub-grant agreement, and reinforced through orientation and capacity support:

- All sub-grant funds must be held in a dedicated bank account in the partner organisation's name. Sub-grant funds must not be commingled with personal funds or with funds from other donors without RFLD's prior written consent.
- All expenditures from sub-grant funds must be documented with original receipts, invoices, payment vouchers, or equivalent evidence. Where original receipts cannot be obtained (e.g., market purchases in remote areas), a certified expenditure list signed by two staff members may be accepted for amounts below USD 50.
- Financial records relating to the sub-grant must be maintained for a minimum of 7 years from the end of the grant period — or longer if required by a specific donor agreement — and must be accessible for RFLD or donor audit at any time.
- Any expenditure above USD 500 must be supported by at minimum three written quotations and a documented selection rationale, in accordance with RFLD's Procurement Policy standards (or the partner's equivalent policy, subject to Finance Manager review).
- All payments to suppliers and service providers above USD 200 must be made by bank transfer — not cash. Cash payments above USD 100 per individual transaction are not acceptable sub-grant expenditure without special written approval from the RFLD Finance Manager.

### 8.2 Partner Financial Reporting

Financial reports must be submitted in the format specified in the sub-grant agreement — typically RFLD's standard Partner Financial Report Template (Annex C). Financial reports must contain:

- A budget vs. actual table showing every budget line with the approved budget, expenditure to date, variance, and percentage spent.
- A narrative explanation of all variances above 15% of any budget line.
- Supporting documentation for all expenditure items — original receipts for items above the agreed threshold (standard: USD 50), payment receipts or bank transfer confirmations, and any procurement documentation.
- A bank account statement for the reporting period showing the opening and closing balance.
- A reconciliation between the bank statement and the financial report.
- A signed declaration by the partner's Finance Officer and authorised signatory confirming the accuracy of the report.

### 8.3 Procurement by Partners Using RFLD Funds

Partners are expected to apply sound procurement practices to all expenditure above USD 500 from RFLD sub-grant funds. Where a partner does not have its own procurement policy, RFLD provides its simplified procurement guidance as part of the partner orientation. Minimum requirements:

| Expenditure Value  | Minimum Process                    | Documentation Required                                                                                   |
|--------------------|------------------------------------|----------------------------------------------------------------------------------------------------------|
| Up to USD 500      | Direct purchase or single quote    | Original receipt; description of what was purchased and why                                              |
| USD 501 – 5,000    | Minimum 3 written quotations       | All quotations; comparison note; selection rationale; original invoice                                   |
| USD 5,001 – 25,000 | Competitive request for quotations | RFQ document; minimum 3 formal quotations; evaluation record; Decision Memorandum; signed contract or PO |
| Above USD 25,000   | Full competitive procurement       | Aligned with RFLD Procurement Policy Tier 3+ requirements; prior approval from RFLD Finance Manager      |

## 8.4 Ineligible Expenditure

The following expenditure categories are ineligible under RFLD sub-grants regardless of the sub-grant agreement provisions, unless RFLD and the relevant donor have given explicit prior written approval:

- Payments to the partner's own Board members (other than documented, reasonable expenses actually incurred).
- Political campaign contributions or expenditure benefiting a specific political party or candidate.
- Fines, penalties, legal settlements, or punitive damages.
- Financing of any activity that violates RFLD's Safeguarding, Anti-Corruption, or Data Protection policies.
- Interest charges or bank charges above standard rates.
- Purchase of land or buildings (unless explicitly included in the approved budget).
- Expenditure incurred before the start date or after the end date of the grant period without RFLD's prior written approval.
- Procurement from a supplier in which a partner staff member or Board member has an undisclosed financial interest.

## 9. Monitoring, Verification, and Field Visits

### 9.1 Monitoring Principles

RFLD's approach to partner monitoring is grounded in the twin principles of accountability and support. Monitoring is not primarily a surveillance mechanism — it is the way RFLD stays close enough to programme delivery to provide effective support, identify problems before they become crises, and generate the evidence needed to demonstrate results to donors. RFLD applies a risk-proportionate monitoring approach: higher-risk and higher-value partnerships receive more intensive monitoring; lower-risk Tier 1 re-grants receive lighter verification.

### 9.2 Desk Monitoring

The Programme Officer responsible for each partner conducts ongoing desk monitoring throughout the grant period. Desk monitoring includes:

- Review of all submitted financial and narrative reports — within 10 business days of receipt, with documented written feedback.
- Follow-up on outstanding queries, incomplete documentation, and unexplained variances — within 5 business days of identifying the issue.
- Monthly check-in call or meeting with the partner's programme contact for Tier 3 and Tier 4 partnerships.
- Monitoring of programme news and social media outputs related to the funded activities.
- Review of any public complaints, safeguarding reports, or integrity concerns relating to the partner.

### 9.3 Field Visits — Requirements and Process

Field visits are a mandatory component of RFLD's monitoring framework for all sub-grants above USD 10,000. The following minimum field visit requirements apply:

| Tier                           | Minimum Field Visits                          | Timing and Focus                                                                                                                                               |
|--------------------------------|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Tier 1 (up to USD 5K)</b>   | Not mandatory — desk review sufficient        | Final verification visit recommended where logistically feasible.                                                                                              |
| <b>Tier 2 (USD 5K – 25K)</b>   | 1 per grant cycle                             | Mid-term or final. Verify: activities completed; beneficiary reach; financial records quality; safeguarding compliance; Code of Conduct signing.               |
| <b>Tier 3 (USD 25K – 100K)</b> | Minimum 2 per grant cycle                     | One mid-term (after 1st instalment); one near-final (before final instalment). Enhanced verification of financial records, beneficiary data, and safeguarding. |
| <b>Tier 4 (above USD 100K)</b> | Minimum 3 per year for long-term partnerships | Quarterly desk reviews plus minimum 2 field visits per year. One annual safeguarding-focused visit. Donor may specify additional requirements.                 |

### 9.4 Field Visit Methodology

Field visits are conducted by the responsible Programme Officer or, for Tier 3 and above, jointly by the Programme Officer and the Finance Manager (or Finance Officer). Field visits must include:

- Review of the partner's financial records for the sub-grant — checking that expenditures match reports, receipts are original, and procurement followed applicable rules.
- Verification of programme activities — attending an event, training session, or community meeting where feasible; reviewing activity attendance registers and participant lists.
- Beneficiary interviews — brief, confidential conversations with at least 5 programme beneficiaries to verify: they are aware the programme is funded by RFLD; they are receiving the benefits described in the programme reports; they have not experienced any form of exploitation or harm from RFLD-affiliated staff.
- Safeguarding review — confirming the partner's SFP is designated and known to staff; reviewing any safeguarding incidents reported or near-misses noted; and completing the safeguarding checklist in the Field Visit Report (Annex D).

- Physical asset verification — confirming that any equipment purchased with sub-grant funds exists, is in use for programme purposes, and is in good condition.

Field visit findings are documented in the Field Visit Report Template (Annex D), submitted to the Finance Manager and Ethics Committee within 10 business days of the visit, and retained in the partner file.

## 9.5 Unannounced Verification Visits

In addition to planned field visits, RFLD reserves the right to conduct unannounced verification visits to any partner at any time during the grant period. Unannounced visits may be triggered by: concerns raised in desk monitoring; a safeguarding or integrity report involving the partner; a material variance in financial reports; a beneficiary complaint; or random selection as part of RFLD's quality assurance programme. Partners are advised of this right in the sub-grant agreement.

## 10. Reporting Requirements

### 10.1 Reporting Principles

RFLD's reporting requirements are designed to be proportionate, clear, and useful — generating information that enables RFLD to support partners, report to donors, and demonstrate results to the communities RFLD serves. Reporting requirements are specified in the sub-grant agreement and communicated to partners in advance through a Reporting Calendar at the start of the grant period. RFLD commits to reviewing all reports within 10 business days and providing substantive written feedback — not silence, and not form responses.

### 10.2 Reporting Schedule by Tier

| Tier          | Financial Reports                                                                                   | Narrative Reports                                                           | Additional Reports                                                                                            |
|---------------|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| <b>Tier 1</b> | One combined financial and narrative report at grant end — within 30 days of last activity          | Incorporated in combined report                                             | None required                                                                                                 |
| <b>Tier 2</b> | Mid-term financial report at 50% spend; final financial report within 30 days of end date           | Mid-term narrative at mid-point; final narrative within 30 days of end date | Incident reports (safeguarding / integrity) as required                                                       |
| <b>Tier 3</b> | Quarterly financial reports; final financial report within 30 days of end date; annual audit report | Quarterly narrative; final narrative within 30 days of end date             | Gender-disaggregated beneficiary data; GESI report; incident reports as required                              |
| <b>Tier 4</b> | Monthly financial summary; quarterly consolidated report; annual audited accounts                   | Quarterly narrative; annual programme report                                | GESI report; safeguarding annual report; donor-specific reports as per NAFASI or other programme requirements |

### 10.3 Report Quality Standards

A report that does not meet minimum quality standards is returned to the partner for revision. Minimum quality standards require:

- Financial reports: all budget lines populated; all variances above 15% explained; bank statement attached and reconciled; all supporting documents attached for items above the threshold; signed declaration included.
- Narrative reports: activities described concretely against the work plan; outputs stated with numbers; at least one beneficiary case study or quote (with consent); challenges identified and response described; next steps clear.
- Language: reports must be submitted in English, French, or Portuguese — RFLD provides report templates in all three languages.

The Programme Officer documents the quality review outcome and provides specific, actionable written feedback within 10 business days. Persistent quality failures — three or more returned reports in a single grant cycle — trigger a capacity strengthening conversation (Section 11).

### 10.4 Late Reporting

Reports submitted after the agreed deadline are flagged by the Finance Officer and a reminder sent to the partner within 2 business days of the missed deadline. If the report is more than 10 business days late without a prior agreed extension, the Finance Manager notifies the Executive Director and the relevant Programme Officer, and the subsequent disbursement instalment is placed on hold until the overdue report is received and accepted. Persistent late reporting is documented in the Partner Performance Scorecard (Annex E) and taken into account in any renewal decision.

## 11. Capacity Strengthening

### 11.1 RFLD's Commitment to Partner Capacity

RFLD's feminist intermediary model is premised on the belief that the most important long-term contribution RFLD can make to its partner organisations is not just funding — it is the institutional capacity to access and manage funding sustainably. Partners that emerge from a RFLD grant relationship with stronger financial management systems, clearer governance, and better ability to account for results are better equipped to serve their communities over the long term. Capacity strengthening is therefore not a remediation mechanism for failing partners — it is a standard element of RFLD's partnership approach.

### 11.2 Capacity Assessment

A capacity assessment is conducted as part of due diligence for Tier 3 and Tier 4 partners and is available on request for any partner. The assessment covers:

- Financial management: accounting systems, bank management, procurement practices, internal controls, and financial reporting capacity.
- Governance: Board composition and functionality; decision-making structures; transparency and accountability mechanisms.
- Programme management: work planning, activity management, monitoring and evaluation, and output documentation.
- Safeguarding: PSEAH policy, SFP designation, training completion, and incident management.
- Organisational resilience: staff turnover and succession, financial sustainability, and organisational documentation.

Assessment findings are documented in the Capacity Assessment Report, shared with the partner, and used to develop a Capacity Strengthening Plan where gaps are identified.

### 11.3 Types of Capacity Strengthening Support

| Support Type                         | Description and Delivery                                                                                                                                                                                                                     |
|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Financial management training</b> | Workshops or one-on-one sessions covering: budget management; expense documentation; bank reconciliation; procurement basics; and RFLD report formats. Delivered in English and French by RFLD Finance Officer or external trainer.          |
| <b>RFLD reporting orientation</b>    | A structured orientation session at the start of every Tier 2 and above grant — covering the sub-grant agreement, financial report template, narrative report template, and contact points at RFLD for queries.                              |
| <b>Procurement guidance</b>          | Simplified procurement guide (adapted from RFLD's Procurement Policy) distributed to all Tier 2 and above partners. Practical guidance on quotation-seeking, supplier documentation, and record-keeping.                                     |
| <b>PSEAH training</b>                | RFLD provides PSEAH training resources to partners in French, English, and Portuguese. Tailored training sessions available for Category B and above partners under the Safeguarding Policy.                                                 |
| <b>MEL support</b>                   | For partners developing their monitoring and evaluation capacity, RFLD provides a simplified MEL guide and can connect partners with RFLD's MEL network for peer support.                                                                    |
| <b>Mentorship</b>                    | For smaller grassroots organisations, RFLD connects partners with more experienced member organisations in their region for peer mentorship on financial management and programme reporting.                                                 |
| <b>Capacity Strengthening Fund</b>   | RFLD budgets a dedicated Capacity Strengthening line within relevant programme budgets to fund targeted support — including attendance at financial management workshops, procurement of accounting software, and training for partner SFPs. |

## 12. PSEAH and Safeguarding Obligations

### 12.1 Tiered Safeguarding Requirements

Safeguarding obligations for RFLD partners are tiered in line with the partner categories established in Section 3 of this Policy and the Safeguarding Policy (RFLD-POL-SFG-v1.0):

| Partner Tier  | RFLD Safeguarding Category | Required Safeguarding Standards                                                                                                                                                                                                                               |
|---------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Tier 1</b> | Category A — Basic         | Signed RFLD Code of Conduct by all staff and volunteers in direct contact with beneficiaries. RFLD safeguarding reporting channels communicated to all staff. Self-declaration of no prior PSEAH incidents.                                                   |
| <b>Tier 2</b> | Category B — Standard      | All Category A requirements plus: written PSEAH policy or formal adoption of RFLD standards; designated Safeguarding Focal Point; annual safeguarding training confirmation in programme report; mandatory reporting of any PSEAH incident within 24 hours.   |
| <b>Tier 3</b> | Category C — Enhanced      | All Category B requirements plus: RFLD PSEAH Partner Self-Assessment Questionnaire (RFLD-POL-SFG Annex III) completed and filed; SFP training verified; annual safeguarding field visit by RFLD; mid-term safeguarding review included in field visit report. |
| <b>Tier 4</b> | Category D — Institutional | All Category C requirements plus: full institutional PSEAH assessment; joint safeguarding governance mechanism; quarterly safeguarding reporting to RFLD; aligned with donor safeguarding requirements (Sida etc.).                                           |

### 12.2 PSEAH Incident Response

Where a partner reports a PSEAH incident involving RFLD-funded activities, or where RFLD becomes aware of such an incident through other means, the response protocol in RFLD's Safeguarding Policy applies in full. RFLD's immediate actions include: activating the survivor-centred response; notifying the relevant donor within 72 hours where required; and assessing the need for enhanced monitoring or partnership suspension. Partners must cooperate fully with RFLD's response and not take any action that could compromise the investigation or further harm the survivor.

## 13. Feminist Accountability Framework

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### 13.1 What Feminist Accountability Means in Practice

RFLD's feminist accountability framework means that the accountability relationship between RFLD and its partners flows in both directions — not only downward from donor to grantee, but also upward from partner to RFLD. Partners have the right to expect from RFLD: timely disbursements; responsive and substantive feedback on reports; transparent communication about any concerns; accessible reporting formats and requirements; support when things go wrong; and fair treatment in any dispute.

RFLD commits to the following accountability obligations to its partners:

- Disbursements will be made within 10 business days of all conditions being met — delays will be communicated in advance.
- All reports will receive written feedback within 10 business days of receipt.
- Partners will be informed of any concerns about their programme or financial management before formal action is taken — except in cases of fraud or serious safeguarding violations.
- Reporting requirements will not be changed mid-grant without partner consultation and adequate notice.
- Partners may raise concerns about RFLD's performance through the grievance mechanism in Section 18.

### 13.2 Mandatory Gender Equality Standards

All RFLD sub-grant agreements include mandatory gender equality provisions that reflect RFLD's feminist mandate. These are not optional programmatic add-ons — they are core conditions of the partnership:

- Minimum 50% women's participation: All programme activities — training, workshops, events, consultations, and decision-making processes — must achieve minimum 50% women's participation. Where the programme context makes this difficult, a written justification and alternative equity measure must be agreed with the Programme Officer.
- Gender-disaggregated data: All beneficiary data and programme results must be collected and reported in a gender-disaggregated format. Programme reports without gender-disaggregated data will be returned for revision.
- GESI integration: For Tier 3 and Tier 4 partners, an annual Gender, Equality, and Social Inclusion (GESI) review is required, assessing how gender dynamics in the programme context affect access, participation, and outcomes.
- No harmful practices: Partners must not implement any activity that reinforces gender discrimination, limits women's autonomy, or is inconsistent with the Maputo Protocol, CEDAW, or RFLD's programmatic values.

### 13.3 Beneficiary Feedback Mechanisms

Every sub-grant agreement above USD 5,000 must include a beneficiary feedback mechanism — a systematic way for programme beneficiaries to share their views on the quality, relevance, and safety of the programme. This may be: a simple feedback form distributed at programme activities; a community feedback meeting at the end of the programme; a brief phone or SMS survey of beneficiaries; or an equivalent mechanism appropriate to the programme context. Beneficiary feedback results are summarised in programme reports. Where feedback raises concerns about programme quality or safeguarding, partners must respond in writing within 10 business days.

## 14. Risk Management in Sub-Granting

### 14.1 Partner Risk Assessment

Every active partner relationship has a documented Partner Risk Profile maintained by the responsible Programme Officer and Finance Manager. The risk profile is updated at due diligence, at each monitoring event, and whenever a significant development occurs (financial irregularity, safeguarding concern, political or security change in the partner's country). The risk profile covers:

- Financial management risk: quality of financial records; reporting compliance; procurement practices; prior audit findings.
- Integrity risk: prior integrity incidents; governance quality; conflict of interest profile; debarment screening status.
- Safeguarding risk: PSEAH compliance level; prior incidents; SFP competence; programme context risk.
- Programme delivery risk: technical capacity; staff turnover; political or security constraints in operating environment; donor compliance history.
- Contextual risk: country-level political stability; civic space conditions; digital security environment (particularly relevant for WHRDs and digital rights partners).

### 14.2 Risk Rating and Response

| Risk Level | Indicators                                                                                                                                                  | RFLD Response                                                                                                                                             |
|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Low        | Clean due diligence; timely reporting; no incidents; satisfactory field visit findings.                                                                     | Standard monitoring. Positive relationship building. Eligibility for expedited due diligence on renewal.                                                  |
| Medium     | One or more late reports; minor financial discrepancies resolved; single low-severity concern raised.                                                       | Enhanced desk monitoring. Additional check-in calls. Capacity strengthening support offered. Documented action plan with timelines.                       |
| High       | Significant financial irregularities; repeated late reports; safeguarding concern under investigation; senior staff changes affecting programme management. | Disbursement on hold pending resolution. Unannounced field visit. Executive Director notification. Formal corrective action plan required within 15 days. |
| Critical   | Confirmed fraud; confirmed PSEAH violation; partner on debarment list; funds unaccounted for; serious governance failure.                                   | Immediate disbursement suspension. Ethics Committee investigation. Donor notification. Recovery action initiated. Partnership termination reviewed.       |

## 15. Withholding, Suspension, and Recovery of Funds

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### 15.1 Withholding a Disbursement Instalment

RFLD may withhold a disbursement instalment where:

- The accountability conditions for the instalment (financial report, narrative report, audit report) have not been satisfied.
- Significant outstanding queries from a previous instalment have not been resolved.
- A safeguarding or integrity investigation involving the partner is open and unresolved.
- The Finance Manager has identified material discrepancies in a financial report that have not been satisfactorily explained.
- The partner is more than 10 business days late in submitting a required report without a prior agreed extension.

Withholding must be communicated to the partner in writing within 5 business days of the decision, specifying the reason and the conditions for release. RFLD will not withhold a disbursement without providing the partner with a clear explanation and a pathway to resolution.

### 15.2 Suspension of a Sub-Grant Agreement

RFLD may suspend a sub-grant agreement — which means all disbursements are halted and programme activities are placed on hold — in the following circumstances:

- A credible allegation of fraud or misappropriation of sub-grant funds is under investigation.
- A serious safeguarding incident is under investigation and the partner's response has been inadequate.
- The partner is found to be on a debarment or sanctions list.
- A force majeure event in the partner's operating environment makes programme implementation temporarily impossible.

Suspension is a precautionary measure, not a punitive one. The sub-grant agreement remains in force during suspension. Suspension is communicated in writing within 24 hours of the decision. The Finance Manager notifies the relevant donor within the timeline required by the grant agreement. The suspension is reviewed within 30 days.

### 15.3 Termination

Termination of a sub-grant agreement may be:

- Termination for cause — where a serious, confirmed violation of the sub-grant agreement has occurred. RFLD provides written notice and the agreement terminates with immediate effect or on a short notice period as specified in the agreement. Confirmed fraud, confirmed serious PSEAH violation, and confirmed misappropriation are grounds for immediate termination.
- Termination for convenience — where RFLD or the partner needs to end the agreement for reasons unrelated to a breach. 30 days' written notice required from either party.

On termination for any reason, the partner must: immediately cease all expenditure from sub-grant funds; submit a final financial report within 30 days; return all unspent funds within 30 days; and transfer all programme materials, data, and assets to RFLD or to a designated successor organisation as instructed.

### 15.4 Recovery of Funds

RFLD will seek to recover sub-grant funds in the following circumstances:

- Expenditure not supported by adequate documentation — the Finance Manager issues a disallowance notice specifying the amount and the documentation deficiency.
- Expenditure on activities outside the approved scope without prior written approval.
- Confirmed fraud or misappropriation — RFLD seeks full recovery of all misappropriated funds, including through legal proceedings if necessary.
- Unspent funds not returned at grant closure within the agreed timeline.

Recovery notices are issued in writing by the Finance Manager, specifying the amount, the basis for recovery, and the repayment deadline (standard: 30 days). Partners may dispute a recovery notice by written submission to the Executive Director within 15 business days. Unresolved disputes may be referred to mediation or legal proceedings as specified in the sub-grant agreement. RFLD reports material recovery actions to the Board Finance Committee and relevant donors.

## 16. Partnership Closeout

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### 16.1 Closeout Process

Every sub-grant concludes with a structured closeout process. Good closeout is not a bureaucratic formality — it is the moment at which the quality of the partnership's results is assessed, lessons for future programming are captured, and the partner's organisational growth is recognised. RFLD conducts closeout jointly with the partner:

10. Final Report Review: Programme Officer and Finance Manager jointly review the final financial and narrative reports within 10 business days of receipt. Written feedback provided to partner.
11. Final Field Visit (Tier 3 and above): Verify activities completed; beneficiary reach; asset status; safeguarding compliance. Field Visit Report completed.
12. Audit Clearance (Tier 3 and above): Final audit report reviewed and accepted. Any audit findings responded to within 30 days.
13. Unspent Funds: Calculated and returned by partner within 30 days of grant end. Any carry-over to a subsequent grant agreed in writing.
14. Partner Performance Scorecard: Programme Officer and Finance Manager complete the scorecard (Annex E), shared with the partner and filed in the partner record.
15. Closeout Meeting: A 30-minute virtual or in-person meeting with the partner to discuss lessons learned, acknowledge achievements, and discuss potential future collaboration.
16. Lessons Learned Note: A brief internal note capturing: what worked well; what needs to improve; recommendations for future grant design; and any capacity strengthening follow-up.
17. Archive: Complete partner file reviewed for completeness and archived in RFLD's document management system.

### 16.2 Partner Certificate of Completion

Where a sub-grant is closed satisfactorily — all reports accepted, all funds accounted for, no outstanding concerns — RFLD issues a Partner Certificate of Completion to the partner organisation. The certificate acknowledges the partnership, confirms the programme outcomes achieved, and can be used by the partner in its own fundraising and credibility documentation. RFLD views this as a small but meaningful way of investing in its partners' institutional development.

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## 17. Partner Records and Archiving

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### 17.1 Partner File Contents

A complete, indexed partner file must be maintained for every sub-grant from inception to closeout and retained for a minimum of seven (7) years after the grant closes. The partner file must contain:

- All due diligence documents — registration, financial statements, integrity declarations, safeguarding declarations, debarment screening results.
- Signed sub-grant agreement and any amendments.
- All disbursement requests and approvals (Annex F) with dual authorisation evidence.
- All correspondence — emails, letters, call notes, query logs.
- All financial reports and supporting documentation.
- All narrative reports.
- Field visit reports.
- Safeguarding compliance documentation.
- Partner Performance Scorecard.
- Audit reports and management letter responses.
- Any recovery notices and resolution documentation.
- Closeout documentation and Lessons Learned Note.

### 17.2 Data Security for Partner Records

Partner files may contain sensitive personal data — beneficiary names, contact details, programme locations, and in some cases information about WHRDs and activists in high-risk environments. All partner files are maintained in accordance with RFLD's Data Protection Policy (RFLD-POL-DPP-v1.0). Files containing HIGH RISK personal data (WHRD and activist identities) are stored in RFLD's encrypted, access-controlled systems only, with access restricted to the responsible Programme Officer, Finance Manager, and Executive Director.

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## 18. Complaints and Grievances

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### 18.1 Partner Right to Complain

RFLD's feminist accountability framework means that partners have the right to challenge RFLD's decisions, raise concerns about how they have been treated, and seek redress for failures by RFLD to meet its obligations. The following grievance process applies:

18. Informal resolution: The partner raises the concern with the responsible Programme Officer, seeking resolution within 10 business days.
19. Formal grievance: If unresolved, the partner submits a written formal grievance to the Programmes Lead via [programs@rflgd.org](mailto:programs@rflgd.org), specifying the issue, the outcome sought, and any supporting information. The Programmes Lead responds in writing within 15 business days.
20. Escalation to Executive Director: If the partner is not satisfied with the Programmes Lead's response, the partner may escalate to the Executive Director at [agueh.dossi@rflgd.org](mailto:agueh.dossi@rflgd.org) within 10 business days. The ED responds within 15 business days.
21. Final escalation to Board: For disputes involving material sums or serious process failures, the partner may write to the Board Chair via [admin@rflgd.org](mailto:admin@rflgd.org). The Board's decision is final within RFLD's internal processes.

### 18.2 Beneficiary Complaints

Beneficiaries who have concerns about RFLD's programmes, partner conduct, or any safeguarding issue may report through any of RFLD's reporting channels — including the secure form at [rflgd.org/rfld-internal-policies/](https://rflgd.org/rfld-internal-policies/), by email to [integrity@rflgd.org](mailto:integrity@rflgd.org), or by phone to any RFLD office. Beneficiary complaints are handled under RFLD's Safeguarding Policy where they involve safeguarding concerns, and under this Policy's grievance mechanism for programme quality concerns.

## 19. Governance, Compliance, and Policy Review

### 19.1 Quarterly Sub-Grant Report

The Finance Manager produces a Quarterly Sub-Grant Report covering all active sub-grants. The report includes: a status update on each active partnership; disbursements made in the quarter; reports received and accepted; field visits conducted; any compliance concerns; recovery actions open; and a summary of the portfolio risk profile. The report is submitted to the Executive Director and the Board Finance Committee within 15 days of the end of each quarter.

### 19.2 Annual Portfolio Review

The Programmes Lead and Finance Manager conduct an annual portfolio review of all sub-grant relationships, assessing: the overall health of the portfolio; lessons learned from the year's partnerships; recommendations for policy or process improvements; and the strategic alignment of the portfolio with RFLD's priorities. The annual review is presented to the Board.

### 19.3 Version History

| Version | Date     | Summary of Changes                                                                                                                                                                                                                                                                      | Approved By        |
|---------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 1.0     | May 2026 | Initial adoption — developed to govern RFLD's expanding re-granting operations under NAFASI (2026–2029) and the WAFF Fund. Incorporates feminist accountability framework, PSEAH tiered requirements, dual-direction accountability obligations, and KPMG-compliant financial controls. | Board of Directors |

## Policy Approval

| Programmes Lead | Regional Finance Lead — Major Gogo Ashifie | Executive Director — Gloria Sekonou |
|-----------------|--------------------------------------------|-------------------------------------|
| Name:           | Name:                                      | Name:                               |
| Title:          | Title:                                     | Title:                              |
| Signature:      | Signature:                                 | Signature:                          |
| Date:           | Date:                                      | Date:                               |

#### KEY CONTACTS

Programmes & Partnerships: [programs@rflgd.org](mailto:programs@rflgd.org) Finance & Grant Management: [finance@rflgd.org](mailto:finance@rflgd.org) Ethics & Safeguarding: [integrity@rflgd.org](mailto:integrity@rflgd.org) Executive Director: [agueh.dossi@rflgd.org](mailto:agueh.dossi@rflgd.org) Cotonou HQ: +229 01 50 02 46 19 | Accra: +233 53 496 8866 | Dakar: +221 77 541 84 37 Website & Reporting Form: [rflgd.org](http://rflgd.org) | [rflgd.org/rfld-internal-policies/](http://rflgd.org/rfld-internal-policies/)

## Annex A — Partner Due Diligence Questionnaire

### INSTRUCTIONS

To be completed by the applicant organisation before any sub-grant agreement is signed. Section A required for Tier 1–2. Full questionnaire (Sections A–D) required for Tier 3–4. Submit with supporting documents.

### Section A — Legal Identity and Contact

|                                              |  |                                       |  |
|----------------------------------------------|--|---------------------------------------|--|
| Full Legal Name                              |  | Trading/Programme Name (if different) |  |
| Legal Form (NGO / CBO / Association / Other) |  | Country and Date of Registration      |  |
| Registration Number                          |  | Tax Identification Number             |  |
| Registered Address                           |  | Operational Address (if different)    |  |
| Website (if any)                             |  | Primary Working Language(s)           |  |
| Executive Director / Lead Name & Email       |  | Finance Contact Name & Email          |  |
| Programmes Contact Name & Email              |  | Safeguarding Focal Point Name & Email |  |

### Section B — Financial Capacity

|                                                                                                                             |  |
|-----------------------------------------------------------------------------------------------------------------------------|--|
| Annual organisational income — most recent year (USD)                                                                       |  |
| Annual organisational income — previous year (USD)                                                                          |  |
| Largest single grant previously managed (USD and donor)                                                                     |  |
| Bank institution name and country                                                                                           |  |
| Are audited or independently reviewed accounts available for the last 2 years? (Yes/No)                                     |  |
| Has the organisation ever had audit findings related to financial management or misuse of funds? (Yes/No — if Yes, explain) |  |

### Section C — Governance and Integrity

| Question                                                                                                     | Yes                      | No                       |
|--------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|
| Does the organisation have a Board or equivalent governance body?                                            | <input type="checkbox"/> | <input type="checkbox"/> |
| Does the organisation have a written anti-corruption or code of conduct policy?                              | <input type="checkbox"/> | <input type="checkbox"/> |
| Has the organisation or any of its directors been subject to an integrity investigation in the past 3 years? | <input type="checkbox"/> | <input type="checkbox"/> |
| Has the organisation been debarred or excluded from any donor grant                                          | <input type="checkbox"/> | <input type="checkbox"/> |

| Question                                                                            | Yes                      | No                       |
|-------------------------------------------------------------------------------------|--------------------------|--------------------------|
| programme?                                                                          |                          |                          |
| Does the organisation have a written safeguarding / PSEAH policy?                   | <input type="checkbox"/> | <input type="checkbox"/> |
| Does the organisation have a designated Safeguarding Focal Point?                   | <input type="checkbox"/> | <input type="checkbox"/> |
| Has the organisation had any unresolved safeguarding incidents in the past 2 years? | <input type="checkbox"/> | <input type="checkbox"/> |
| Does the organisation comply with applicable national labour laws?                  | <input type="checkbox"/> | <input type="checkbox"/> |

### Section D — Technical Capacity (Tier 3–4 only)

| # | Previous Grant / Project | Donor | Value (USD) | Period | Reference Contact |
|---|--------------------------|-------|-------------|--------|-------------------|
| 1 |                          |       |             |        |                   |
| 2 |                          |       |             |        |                   |
| 3 |                          |       |             |        |                   |
| 4 |                          |       |             |        |                   |

### Declaration

I/We confirm that the information above is accurate and complete. I/We understand that any material misrepresentation may result in disqualification from this and future RFLD sub-grant processes and may trigger recovery of any funds already disbursed.

| Authorised Signatory — Name, Title, Signature & Date | Official Stamp |
|------------------------------------------------------|----------------|
| Name:                                                | Name:          |
| Title:                                               | Title:         |
| Signature:                                           | Signature:     |
| Date:                                                | Date:          |

## Annex B — Sub-Grant Agreement Key Clauses Summary

### INSTRUCTIONS

This annex summarises the mandatory provisions that must appear in every RFLD sub-grant agreement (Tier 2 and above). Finance Manager verifies all provisions before signing. Full-text agreement templates available from [finance@rflgd.org](mailto:finance@rflgd.org).

| <input type="checkbox"/> | Clause                                | Minimum Content Required                                                                       | Tier Required |
|--------------------------|---------------------------------------|------------------------------------------------------------------------------------------------|---------------|
| <input type="checkbox"/> | <b>Identity Clause</b>                | Full legal names, addresses, registration numbers, and authorised signatories for both parties | All tiers     |
| <input type="checkbox"/> | <b>Programme Description</b>          | Activities, outputs, beneficiaries, geography, and period — specific and measurable            | All tiers     |
| <input type="checkbox"/> | <b>Budget and Financial Terms</b>     | Total amount; currency; budget breakdown; flexibility rules; ICR; match-funding                | All tiers     |
| <input type="checkbox"/> | <b>Disbursement Schedule</b>          | Instalments, conditions, and timeline; dual authorisation requirement stated                   | All tiers     |
| <input type="checkbox"/> | <b>Financial Reporting</b>            | Format, frequency, deadline, documentation threshold                                           | All tiers     |
| <input type="checkbox"/> | <b>Narrative Reporting</b>            | Format, frequency, deadline, gender disaggregation requirement                                 | All tiers     |
| <input type="checkbox"/> | <b>Audit Rights</b>                   | RFLD and donor right to audit at any time on reasonable notice                                 | All tiers     |
| <input type="checkbox"/> | <b>Anti-Corruption Clause</b>         | RFLD-POL-ACOI-v1.0 standards binding; reporting obligation within 48 hours                     | All tiers     |
| <input type="checkbox"/> | <b>Conflict of Interest Clause</b>    | Disclosure obligation within 5 business days; consequences                                     | All tiers     |
| <input type="checkbox"/> | <b>PSEAH Clause</b>                   | RFLD-POL-SFG-v1.0 standards; SFP designation; 24-hour reporting                                | All tiers     |
| <input type="checkbox"/> | <b>Feminist Accountability Clause</b> | 50% women's participation; gender-disaggregated data; GESI requirement                         | All tiers     |
| <input type="checkbox"/> | <b>Data Protection Clause</b>         | RFLD-POL-DPP-v1.0 compliance; WHRD data protection standards                                   | All tiers     |
| <input type="checkbox"/> | <b>Termination Clause</b>             | For cause (immediate); for convenience (30 days); closeout obligations                         | All tiers     |
| <input type="checkbox"/> | <b>Recovery Clause</b>                | Grounds; notice procedure; dispute process; legal recourse                                     | All tiers     |
| <input type="checkbox"/> | <b>Governing Law</b>                  | Country; dispute resolution process                                                            | All tiers     |
| <input type="checkbox"/> | <b>Intellectual Property</b>          | RFLD perpetual licence; partner pre-existing IP retained                                       | Tier 2–4      |
| <input type="checkbox"/> | <b>Donor Obligations Schedule</b>     | Donor name; grant reference; donor requirements binding on partner                             | Tier 2–4      |

## Annex C — Partner Financial Report Template

### INSTRUCTIONS

Complete for each required financial reporting period as specified in the sub-grant agreement. Submit with supporting documentation. All items above USD 50 must be supported by original receipts or invoices. Submit with bank statement and bank reconciliation.

|                              |  |                                   |  |
|------------------------------|--|-----------------------------------|--|
| Partner Organisation Name    |  | Sub-Grant Reference               |  |
| Reporting Period (From – To) |  | Report Number (1st / 2nd / Final) |  |
| Prepared By (Name & Title)   |  | Date of Report                    |  |

### Budget vs. Actual Statement

| Budget Line                    | Total Approved Budget | Prior Period Expenditure | This Period Expenditure | Cumulative Expenditure | Balance Remaining | Variance Commentary |
|--------------------------------|-----------------------|--------------------------|-------------------------|------------------------|-------------------|---------------------|
| Staff and consultants          |                       |                          |                         |                        |                   |                     |
| Programme activities           |                       |                          |                         |                        |                   |                     |
| Travel and transport           |                       |                          |                         |                        |                   |                     |
| Venue and accommodation        |                       |                          |                         |                        |                   |                     |
| Materials and supplies         |                       |                          |                         |                        |                   |                     |
| Sub-contracts and facilitators |                       |                          |                         |                        |                   |                     |
| Administration and overhead    |                       |                          |                         |                        |                   |                     |
| Contingency                    |                       |                          |                         |                        |                   |                     |
| <b>TOTAL</b>                   |                       |                          |                         |                        |                   |                     |

### Declaration

I/We certify that: (a) the information in this report is accurate and complete; (b) all expenditures were incurred in accordance with the sub-grant agreement; (c) all supporting documents are attached; (d) no ineligible expenditure has been included.

| Finance Officer — Name, Signature & Date | Authorised Signatory — Name, Signature & Date |
|------------------------------------------|-----------------------------------------------|
|                                          |                                               |

## Annex D — Field Visit Report Template

### INSTRUCTIONS

Complete within 10 business days of the field visit. Submit to Finance Manager and Programmes Lead. File in the partner record. Share relevant sections with the partner.

|                                    |  |                      |  |
|------------------------------------|--|----------------------|--|
| Partner Name                       |  | Sub-Grant Reference  |  |
| Visit Date(s)                      |  | RFLD Visitor(s)      |  |
| Visit Type (Planned / Unannounced) |  | Partner Contacts Met |  |

### Section A — Programme Delivery Verification

| # | Verification Item                                                                                                      | Confirmed                                                | Notes |
|---|------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-------|
| 1 | Activities completed as described in the sub-grant work plan (verify evidence — attendance registers, photos, outputs) | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |
| 2 | Beneficiary numbers and profiles match reports (verify attendance registers)                                           | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |
| 3 | Minimum 50% women's participation achieved (verify disaggregated register)                                             | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |
| 4 | Programme quality: beneficiary feedback indicates satisfaction with programme                                          | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |
| 5 | Partner staff are aware of RFLD reporting requirements and contacts                                                    | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |

### Section B — Financial Records Review

| # | Financial Verification Item                                                  | Confirmed                                                | Notes |
|---|------------------------------------------------------------------------------|----------------------------------------------------------|-------|
| 1 | Physical financial records examined — ledger or equivalent maintained        | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |
| 2 | Receipts and invoices present and original for items reviewed                | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |
| 3 | Bank account in organisation's name — bank statement sighted                 | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |
| 4 | Bank statement reconciled with financial reports                             | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |
| 5 | No evidence of cash payments above permitted limit (USD 100 per transaction) | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |
| 6 | Procurement documentation present for purchases above USD 500                | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |

### Section C — Safeguarding Verification

| # | Safeguarding Item                                                                | Confirmed                                                | Notes |
|---|----------------------------------------------------------------------------------|----------------------------------------------------------|-------|
| 1 | Safeguarding Focal Point designated and known to staff                           | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |
| 2 | RFLD reporting channels communicated to all staff and volunteers                 | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |
| 3 | Code of Conduct signed by all staff in contact with beneficiaries                | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |
| 4 | No open or unresolved safeguarding incidents or near-misses in this grant period | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |
| 5 | Beneficiary interviews: no safeguarding concerns identified                      | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |

| # | Safeguarding Item                   | Confirmed | Notes |
|---|-------------------------------------|-----------|-------|
|   | (minimum 5 confidential interviews) |           |       |

## Section D — Overall Assessment and Recommendations

|                                                                  |  |
|------------------------------------------------------------------|--|
| Summary of Findings                                              |  |
| Key Concerns and Required Actions                                |  |
| Recommended Next Steps (RFLD and Partner)                        |  |
| Risk Level Following This Visit (Low / Medium / High / Critical) |  |

| RFLD Visitor — Name, Signature & Date | Finance Manager Reviewed — Signature & Date |
|---------------------------------------|---------------------------------------------|
| Name:                                 | Name:                                       |
| Title:                                | Title:                                      |
| Signature:                            | Signature:                                  |
| Date:                                 | Date:                                       |

## Annex E — Partner Performance Scorecard

### INSTRUCTIONS

Complete at grant closeout and at annual review for multi-year grants. Share with partner. File in partner record. Used to inform renewal decisions and portfolio risk assessment.

|              |  |                     |  |
|--------------|--|---------------------|--|
| Partner Name |  | Sub-Grant Reference |  |
| Grant Period |  | Assessment Date     |  |

| Performance Area                                     | 1<br>Poor                | 2 Fair                   | 3<br>Good                | 4<br>Excellent           | Comments |
|------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|----------|
| Financial reporting — timeliness                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |          |
| Financial reporting — quality and accuracy           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |          |
| Programme delivery against work plan                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |          |
| Beneficiary reach and profile                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |          |
| Women's participation (min 50% target)               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |          |
| Gender-disaggregated data quality                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |          |
| Safeguarding compliance                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |          |
| Responsiveness to RFLD queries                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |          |
| Transparency and communication                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |          |
| Capacity development — improvement over grant period | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |          |
| OVERALL RATING                                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |          |

| Eligible for Renewal? (Yes / Conditional / No) | Recommended Tier for Next Grant |
|------------------------------------------------|---------------------------------|
|                                                |                                 |

| Programme Officer — Name, Signature & Date | Finance Manager — Name, Signature & Date |
|--------------------------------------------|------------------------------------------|
| Name:                                      | Name:                                    |
| Title:                                     | Title:                                   |
| Signature:                                 | Signature:                               |
| Date:                                      | Date:                                    |

## Annex F — Disbursement Request and Approval Form

### INSTRUCTIONS

Complete for every disbursement instalment. Both Executive Director and Finance Manager signatures required before funds are transferred. File in partner record.

|                                          |  |                                      |  |
|------------------------------------------|--|--------------------------------------|--|
| Partner Name                             |  | Sub-Grant Reference                  |  |
| Instalment Number<br>(1st / 2nd / Final) |  | Requested<br>Disbursement Date       |  |
| Disbursement Amount                      |  | Currency                             |  |
| Partner Bank Account<br>Name             |  | Bank Name and Branch                 |  |
| Account Number / IBAN                    |  | Bank Verification Date<br>and Method |  |

### Accountability Conditions Checklist

| # | Condition                                                         | Met                      | Not Met                  |
|---|-------------------------------------------------------------------|--------------------------|--------------------------|
| 1 | Sub-grant agreement signed and filed                              | <input type="checkbox"/> | <input type="checkbox"/> |
| 2 | Partner bank account independently verified (written + telephone) | <input type="checkbox"/> | <input type="checkbox"/> |
| 3 | Debarment screening completed and clear                           | <input type="checkbox"/> | <input type="checkbox"/> |
| 4 | Previous instalment report accepted (financial + narrative)       | <input type="checkbox"/> | <input type="checkbox"/> |
| 5 | Minimum 70% of previous instalment documented and evidenced       | <input type="checkbox"/> | <input type="checkbox"/> |
| 6 | No open integrity or safeguarding investigations                  | <input type="checkbox"/> | <input type="checkbox"/> |
| 7 | No outstanding queries from previous instalment                   | <input type="checkbox"/> | <input type="checkbox"/> |
| 8 | Disbursement amount within approved instalment schedule           | <input type="checkbox"/> | <input type="checkbox"/> |

| Executive Director — Approval Signature & Date | Finance Manager — Approval Signature & Date |
|------------------------------------------------|---------------------------------------------|
|                                                |                                             |