



<b>GRANT MANAGEMENT POLICY</b>		Page 1of22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

<b>Index</b>	
1. OBJECTIVE.....	2
2. RESPONSIBLE PARTIES.....	2
3. GRANT TYPES .....	2
4. GRANTS AND THE BUDGET.....	4
5. GRANTS BUDGET OF AN OPERATIONAL UNIT.....	5
6. MOBILIZATION .....	5
7. MILESTONES AND DISBURSEMENTS.....	6
8. MILESTONES, RISKS, PROPOSAL and BUDGET.....	8
9. GRANT APPROVAL .....	8
10. GRANTS CURRENCY .....	9
11. LEGAL MANAGEMENT OF GRANTS .....	10
12. AMENDMENTS, CHANGES, AND EARLY TERMINATION .....	11
13. GRANTS WITH MORE THAN ONE PARTNER OR IN MORE THAN ONE COUNTRY WITH MORE THAN ON OPERATIONAL UNIT INVOLVED.....	12
14. DISBURSEMENTS .....	14
15. MONITORING, FINAL REPORTS, AND CLOSURE .....	14
16. EXPIRED GRANTS.....	15
17. SURPLUS GRANT FUNDS.....	16
18. EXCEPTIONS .....	16
APPENDIX 1: GRANTS STATUS IN THE SYSTEMS.....	17
APPENDIX 2 - REQUIRED DOCUMENTATION FOR EACH TYPE OF GRANTS.....	20

<b>GRANT MANAGEMENT POLICY</b>		Page 2of22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

## 1. OBJECTIVE

This policy establishes the scope and guidelines for grant management in order to:

- Facilitate operations, coordination, and good management.
- Promote internal and external transparency in the grants Avina makes.
- Define the procedures, requirements, and responsibilities for grants management.
- Provide information about the work protocols and guidelines related to grant management.

## 2. RESPONSIBLE PARTIES


The responsibility for overseeing the proper management of resources from any source, from management of the grants in different phases of their life cycle to the correct assignment of responsibilities in the system and financial reporting, falls on the parties directly responsible in the operational units that generate these grants, whether that person is a Program Manager or manager of other units with grant budgets. Although these employees are allowed to delegate tasks for grant approval and disbursements, the final responsibility for management ultimately will fall on them.

## 3. GRANT TYPES

Avina defines Grants as funds we provide to partners to develop a project, initiative, event, or action that Avina decides to support as part of our approved institutional programs. Unlike a charitable action, we refer to grants as "investments" rather than "donation" because we seek a social return on our contribution. Generally speaking, grants are co-funded by Fundación Avina and the beneficiary itself or other entities wishing to support the project.

Grants are classified based on the nature of the approved proposal, according to the following criteria:

TYPE OF GRANT	
Donation/Cash Grant	Up to \$3,000 USD
	More than \$3,000 and less than \$50,000 USD
	Equal to or more than \$50,000 USD
Donation/In-kind grant	
Contracts for Services and others	Travel, Hotel, and Daily Travel Allowances

<b>GRANT MANAGEMENT POLICY</b>		Page 3 of 22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

	<b>For a Consultancy</b>
	<b>Other (payment for printing or translation, equipment, various materials, etc.)</b>
<b>Sponsorships</b>	
<b>Event/activity organized and conducted by Avina</b>	

**Cash Donation: Financial** support for a specific activity that falls within the strategy of a unit, disbursed by bank transfer, check, or cash delivery.

**In-kind Donation:** Delivery of a good that is not cash. For example, Avina may purchase an asset for delivery to the partner. In this situation, one may select the following types of grant:

**Contract for Services:** Payment for a specific service, such as:

**Travel, Hotels, and Daily Travel Allowances:** Purchase of travel, hotels, daily expenses made directly by Avina


**Consultancies or specialized studies or a good, for payment of services rendered by providers.** These consultants are considered a grant when the partner or their cause receives the good. On the other hand, if Avina receives the services for its own needs then the expenditure cannot be treated as a grant, but rather as cost for Program Implementation.

**Other:** Purchase of materials for meetings, events, communications, technological equipment, machinery, translations, etc.

**Sponsorships (also financial support or contribution):** Contribution to the payment for an event held by another party (the partner). The funds donated are part of general expenses and not necessarily specific to the organization of the event.

**Event/Activity organized and conducted by Avina:** Events organized by Avina that convene, involve contracts, and make corresponding expenditures.

These grants may be of a single type or include several types of contributions. For example, we might donate a ticket for travel (in-kind donation) and give money to a partner for expenses (cash donation) related to funded travel.

<b>GRANT MANAGEMENT POLICY</b>		Page 4 of 22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

All grants indicated above, without exception, will be managed in AVINA's CRM management system<sup>1</sup>.

#### 4. GRANTS AND THE BUDGET

To explain the placement of grants in the context of Avina's budget, we briefly describe the expense categories we have in Avina: Grants (referred as Grants), Program Implementation, and Administration.

- Grants: are goods or funds we provide to partners to develop a project, initiative, or action we want to support.

The common denominator in these cases is that the beneficiary receiving the good is the partner or their cause.

- Program Implementation: these are the costs Avina directly incurs to fulfill its mission and are not grants. This includes the teams' time dedication to complete a task and associated costs (travel, transfers, staff, meetings). It also includes the cost of people we contract to undertake tasks whose main objective is to serve Avina's needs to supervise or manage our mission.


The common denominator in these cases is that the subject that first receives the benefit is Avina, for its own needs to manage grants and thus fulfill its mission.

- Administration: this encompasses the costs necessary to maintain our internal systems and services, which are essential but only indirectly linked to actions to fulfill the mission.

**Program Costs** are the sum of all Avina's costs and expenditures directly linked to fulfilling our mission, and, as such, they have to do not only with grants but also with Program Implementation. On the other hand, **Operational Costs** are the sum of costs for Program Implementation and Administration, that is, the costs of our team and our actions. The distribution is as follows:

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<sup>1</sup>The CRM platform is the internal management system that allows for efficient controls from project launch to completion.

<b>GRANT MANAGEMENT POLICY</b>		Page 5 of 22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

<b>Program Costs</b>	<b>1. Social Investment</b>	<b>Social Investment</b>
	<b>2. Program Implementation</b>	<b>Operation</b>
<b>Administrative Costs</b>	<b>3. Administration</b>	

## 5. GRANTS BUDGET OF AN OPERATIONAL UNIT

The grant budget of an operational unit emerges from a decision process that includes the Executive Board and Board of Directors as well as funds raised by Partners who have signed on as co-investors.


The grant budget is included in the Annual Operations Plan (AOP) for each operational unit. The AOP identifies (i) the different sources of funds that contribute to the unit's strategy; (ii) the programs to which these funds are allocated; (iii) specific costs of program implementation: external consultants' honoraria and expenses.

This policy does not apply to other categories for program implementation. Salaries, honoraria, travel, and expenses of Avina employees that are covered by co-investors are managed through the ERP. Items to be recorded in the accounting include registrations, annual dues, and memberships, under the category of "Other" for Direct Costs.

## 6. MOBILIZATION

In financial terms, Avina refers to **Mobilization** as the sum of Grants, Program Implementation, Partnerships with funds not managed by Avina, Counterpart, and Leveraged Funds.

- **Funds not managed by Avina:** these are partnerships in which Avina has a decisive role in the conceptual definition, mobilization of resources, and programmatic responsibility for management, but the funds are not managed by Avina. There are 2 types:
  - **Partnership with a defined time period:** these are partnerships with with one or more organizations with a clearly established life cycle. Example: IDB

<b>GRANT MANAGEMENT POLICY</b>		Page 6of22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

funds for Water and Sanitation in the Regional Inclusive Recycling Initiative Phase I.

- **Branch or spin-off:** mobilized financial resources that are managed by an entity or structure created by Avina or in which Avina has formal participation in its operation, governance, an/or the future plans of the organization. Examples: Social Progress Imperative, WTT.
- **Counterpart:** these are funds raised by partners to be applied to projects in which both Avina and the partner organization invest.

Cash counterpart includes those cash contributions to the project made by the partner as well as other parties.

In-kind counterpart includes the direct project costs that do not result in cash expenditures.

These counterpart contributions must be documented with proof, at minimum an email from the partner recording the situation or information included in the grant's financial reports, and will be registered in CRM under the corresponding option (cash or in-kind).


- **Leveraged funds:** this is money that partners raised from other sources for their initiatives or organizations during the year, in part due to the efforts Avina's team with funding sources. We also consider as leveraged contributions those cases when a partner co-invests with Avina in the same opportunity or cause, but the partner's funds are not transferred through Avina's channels.

## 7. MILESTONES AND DISBURSEMENTS

In the design of a grant, stages are defined and assigned milestones.

Milestones include the completion of activities, decisions, products, phases of a project or job, etc. and are the responsibility of the beneficiary. Milestones are significant accomplishments in the life of the project that indicate progress. The sum of milestones reached over time reflect whether the grant is progressing successfully toward fulfilling the defined objectives of the project.

Any process tasks for which Avina is responsible should not be included as milestones.

<b>GRANT MANAGEMENT POLICY</b>		Page 7 of 22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

Milestone completion for a given stage must be evaluated prior to the release a disbursement.

All the milestones are assigned a date of completion. In some cases, if the project objectives could be jeopardized if no disbursement is made, and some milestones could be extended without affecting the progress of the grant, then disbursement may be permitted. This may apply when not all milestones have been completed and an evaluation has determined the progress of the project as a whole is not at risk.

The number of milestones and disbursements must be related to the duration of the project, given that all grants:

- With a duration of 12 months or more, milestones should be required at least every six months.
- With a duration exceeding 18 months, it is recommended as good practice schedule at least disbursement per year.


The milestones established in the legal document must correspond to those recorded for the grant in the system, both in terms of their description and projected delivery date. Furthermore, the projected delivery date cannot be prior to the date of grant approval, nor prior to the date of signature of the legal document.

Payments cannot be authorized when less than 50% of milestones have been completed prior to disbursement.

**The responsible party for the grant always must explain the reason for non-completion of a milestone in the CRM.**

**If a milestone requires supporting documentation/proof to verify its completion, then this must be included as an attachment in the system or the location this has been filed in the legal entity's office.**

The matrix of authorizations allows operational unit Managers to define, for each team member, the percentage of the milestones that must be met before the employee may request a payment. This flexibility allows team members to use discretion based on their knowledge or experience. The party responsible for the operational unit presents their Matrix of Authorizations proposal to the Administration, Finance and Legal Issues Department (DAF) to review and make adjustments to control for the appropriate delegation of roles and responsibilities. DAF also authorizes the inclusion of permissions in the CRM management system, which implements automatic controls.

<b>GRANT MANAGEMENT POLICY</b>		Page 8of22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

## 8. MILESTONES, RISKS, PROPOSAL and BUDGET

In addition to the information explained in this policy, all grants must contain information related to the the expected process and results as well as respond to any questions regarding risks.

The budget that must be included in the CRM is separated by items, or stages, and indicates the currency corresponding to the commitments to be made. The budget must specify the payment office and the source of funds to be used to cover the payment. The budget must be coincide with the detailed budget for the grant submitted by the partner, which must be uploaded to the system.

**The types of grant that require attachment of a detailed budget and proposal include cash donations, contracts for services (except honoraria), and events organized by Avina in excess of \$3,000 USD.**

Transfer of administrative costs of the entity to the project: all grants involve administrative costs that must be covered by the partner organization. In these cases, the suggested allocation is up to 20% of the project cost.

## 9. GRANT APPROVAL

Grant approval requires:


- ensuring the grant is in line with the strategy approved for each Institutional Program;
- verifying no conflict of interest exists between the Partner and the Avina Employee managing the grant;<sup>2</sup>
- ensuring that all required supporting documentation has been gathered and uploaded to the system; and
- verifying that all requested information has been completed adequately in the systems.

The grants workflow is contained in Appendix 1. In all cases, a grant approval may never be made by the same person who presented the grant proposal for review. In this manner, the CRM system guarantees a control mechanism to ensure a minimum of two people are involved in the grant approval process.

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<sup>2</sup>Avina's Code of Ethics establishes: Before making a possible grant to support a potential partner or an organization belonging to a potential partner, we must ensure the quality of the partnership with Avina through evaluation of the following: decision and support of that grant be made by a person in Avina with the degree of authority and autonomy to assume that role, and that the Avina employee making the decision or supporting the grant has no relationship to the beneficiary.



<b>GRANT MANAGEMENT POLICY</b>		Page 9 of 22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

The general criteria to formulate a project include:

- Clear specification of the problem/opportunity to be addressed.
- The relationship among the objectives, impact measures, and defined activities.
- A sustainability strategy for the project and impact that will last beyond the duration of the project.
- A risk analysis, including social and environmental risks derived from project activities to be implemented.
- Definition of milestones indicating progress, budget, and details of those counterpart contributions identified.

Projects also must comply with the parameters established by the organization's gender policy.

Grant approval must pre-date the start of the grant/project, contract, or Avina-supported event and must be made prior to the first disbursement.

In all cases, when the beneficiary of a proposed grant is a member of the governing body of a legal entity of Avina, the grant must have the additional approval from the Impact Department.

When a partner has expired grants, new grants will not be permitted.<sup>3</sup>

A grant with a state agency requires authorization by the Impact Director. This may be granted via email.

Grants that include co-investor funds must meet the specific contracting procedures that have been agreed upon with Avina's co-investor.


For more information on the processes involved in management of grants with co-investor funds, please refer to the Partnership Protocol.

## 10. GRANTS CURRENCY

All grants that commit payments from a country other than Panama, will be scheduled in the local currency of the country that will make the payment. Grants will be paid in dollars only when payment is made from Panama or Ecuador.

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<sup>3</sup>Expired grants are those that have not been closed six months after the termination date.

<b>GRANT MANAGEMENT POLICY</b>		Page 10 of 22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

## 11. LEGAL MANAGEMENT OF GRANTS

The person responsible for Legal management is the corresponding Administrative Director of the Legal Entity (RAEL) or the legal advisor when the grant is made from Panama and from Mexico, Guatemala, and Nicaragua. The RAEL fulfils this role with the objective of (i) separating the roles of those directly involved in the approved project and those responsible for actions affecting the legal entity and (ii) ensuring compliance with the legislation applicable in the country.

Once the grant is approved, the unit administrator must obtain all required documentation according to the type of grant and information on the bank account to which Avina will make the disbursement (when applicable).

In this manner, the legal entity of Avina that makes the disbursement(s) for the grant must assume responsibility for the contribution through accords, contracts, agreements, or letters of agreement or other documents, according to the type of grant, and maintain compliance with any legislation applicable to the legal entity of Avina.

Before preparation of documents formalizing the relationship between AVINA and the partner, the RAEL must verify the existence of documents specified in the following table.


Appendix 2 summarizes the information required to initiate legal management and the legal or accounting support necessary for each type of grant.

The agreements, contracts, and legal agreements will be signed by a person duly authorized to act on behalf of the legal entity of Avina, whether this authorization is due to their position within the legal entity or by power of attorney.

In addition to the documents required by Avina (see Appendix 2), any additional documentation required by local legislation must also be included. Also, the RAEL must obtain all the accounting documentation to support the donation's compliance with local tax provisions. An original copy of the Contract will be filed in the Records of the Legal Entity contracted by Avina and the digitized version will be uploaded to the system in the legal area.

Given the possible grant options, specific formats have been created for legal documents generated by the system.

Grants which, due to their nature and characteristics, cannot be documented with the Avina-designed formats, will constitute exceptions to be reviewed on a case-by-case

<b>GRANT MANAGEMENT POLICY</b>		Page 11of22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

basis. In these cases, a comment will be added to the notes in the legal area and the contract or document will be attached as an appendix.

For grants with co-investor funds, the corresponding legal document must include the requirements established by the co-investor to Avina.

When applicable, an appendix with specific communication guidelines established within the framework of a signed agreement between Avina and a donor, will be included with the Agreement. These communication guidelines must be followed specifically according to the instructions provided.


All grants financed with funds belonging to co-investors must be documented with extreme attention to the requirements established for the handling and management of co-investment funds. In some cases, we must use formats necessary to comply with the any stipulations made by the co-investors.

## **12. AMENDMENTS, CHANGES, AND EARLY TERMINATION**

An amendment will be required when any significant changes are made to a grant and have been justified by a legal document, whether a Cooperation Agreement, Donation Agreement, Consulting Contract, or Letter of Agreement. In cases where a grant has other supporting documentation, such as invoices, proposals, quotes, etc., and no contract or agreement exists, then a signed amendment is not applicable. Nevertheless, changes must be recorded in writing, written in the space for an amendment or, in its absence, in the notes or comments added by the responsible parties of the operational unit making the request.

An amendment must be signed when the following changes are required during the development of the Project:

- Change in the project's completion date (normally when this change is greater than three months and/or when the responsible party for the grant believes it to be appropriate to make the change);
- Increase or decrease in total amount to be contributed by Avina;
- Changes in the milestones; upon consideration of the RAEL and responsible party for the grant programming. In the case of differences of opinion, the opinion of the RAEL will prevail.
- A change in the contracted parties, whether legal entities of Avina or another partner or organization;

<b>GRANT MANAGEMENT POLICY</b>		Page 12 of 22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

- Significant changes in the grant budget (greater than 20%); and
- Any other change the parties wishes to be recorded in writing.

#### EARLY TERMINATION:

The need to finalize a project may arise before the stipulated time period due to project objectives that could not be completed for various reasons. In this case, a Termination Agreement must be signed to end the contractual relationship. This document, as the name indicates, is an agreement between the parties through which it is agreed to end the contractual relationship and other obligations are explained in detail.

The Agreement, in principle, includes the following:


- Conclusion of the project.
- Recognition by the parties that the contractual obligations of both are canceled and terminated.
- Suspension of any demands that may exist.
- The return of funds and/or goods on behalf of the partner, in the event the Avina requests it.
- Confidentiality of the information provided by Avina to the partner.

The Termination Agreement may also be used when there are surplus funds and, in this case, the steps stipulated in point 17 "Surplus grant funds" must be followed.


### **13. GRANTS WITH MORE THAN ONE PARTNER OR IN MORE THAN ONE COUNTRY WITH MORE THAN ON OPERATIONAL UNIT INVOLVED**

For in the sake of simplicity in operations, disbursements, and especially resolution of conflicts that may arise throughout the grant period, it is preferable to have only one partner in the agreement. However, circumstances may dictate that grants be made with more than one partner. It is also possible, at times, that the partners are located in different countries. In these cases, the following precautions must be taken:

- ✓ Assign one person from the programmatic area to be responsible for coordination of the grant.
- ✓ There will be a responsible party for programming of the commitments in each country.

<b>GRANT MANAGEMENT POLICY</b>		Page 13 of 22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

- ✓ One coordinating operational unit will be identified for the grant (in the event that more than one operational unit is involved).
- ✓ Each budget item will be assigned a legal entity for payment.
- ✓ Milestones will be referred to the legal entity where the grant will be implemented according to the legal document, in cases where generation of legal document is applicable.
- ✓ In each country where there is a disbursement, there must be legal support as specified in this policy.
- ✓ **In the case of a grant for a legal entity** that requires the elaboration of multiple legal documents with different providers, consultants, or partner organizations, there must be an analysis of the feasibility of documentation of the different grants in the system in order to implement adequate monitoring of each contract (milestones, completion dates, disbursements related to milestone completion, reporting, etc.)
- ✓ The party responsible for programming in each country must ensure that the milestones and budget tied to the contract in that country are appropriate.
- ✓ The RAEL of each country will verify with their *checklist* before generating or requesting any legal support.
- ✓ The RAEL will generate the legal support if the conditions in their country are met, even if this is not the case for the contracts in the other countries. The grant will be assigned the status "Partially Active", making it possible for each country to make the corresponding disbursements.
- ✓ When the final legal documentation is generated, the grant status will become "Active"
- ✓ The system will calculate for each legal entity the percentage of milestones referred to that legal entity prior to each disbursement.
- ✓ Each grant in each country must comply with the requirements for closure according to the type of grant.
- ✓ Each party responsible for grant programming in a given country must submit evaluation comments to the person responsible for coordinating the grant programming.

<b>GRANT MANAGEMENT POLICY</b>		Page 14 of 22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

- ✓ The grant coordinator will complete the "Final Evaluation Report" to request closure of the grant.
- ✓ Each RAEL will make a report evaluating the management of the grant in their country.
- ✓ The RAEL of the country responsible for coordinating the grant programming is the person who will close the grant.
- ✓ While the grant remains open, it will be included in the calculation of expired projects only for the coordinating unit.

#### **14. DISBURSEMENTS**

Only grants with "Active<sup>4</sup>" status can receive payments. Under no circumstances will payments be made to grants that are not in the system and are not active. Amendments to the banking information of the partner responsible for the grant may only be made by the program administrator overseeing the grant, and the RAEL must be notified.

The RAEL or their team will make payments following receipt of an approved payment request in the system from an authorized team member, according to the matrix of authorizations, and the payment will be recorded in the "paid disbursement" field of the grant.

#### **15. MONITORING, FINAL REPORTS, AND CLOSURE**

All relevant information must be added to the grant form in the system. Any and all narrative and financial monitoring reports received must be added to the system.


The system has specific fields to record monitoring of the grant. This includes the ability to adjust the dates of receipt of reports or payments.

Financial reports submitted by partners must include the same items that have been budgeted and provide a comparison of the budget with any variations in terms of money and in terms of percentages. The amount implemented by the partner must be registered in the corresponding field in the monitoring section of the grant in the CRM.

Differences greater than 20% in the main budget items must be justified. In the case of cash donations, the financial report must include the signature of the responsible party

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<sup>4</sup>The "in progress" status implies that the corresponding legal documentation has been signed or completed according to the requirements in those cases where NO legal documentation is prepared.

<b>GRANT MANAGEMENT POLICY</b>		Page 15 of 22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

of the legal entity that received the funds, or an accountant or the responsible party for the grant. It is also valid to upload a copy of the email received from the partner or from the responsible party at Avina in which the report is submitted.

As explained above, all grants require a member of the operational unit to submit a brief written evaluation report summarizing, at minimum, whether the original objectives were met and the lessons learned. Once this requirement is completed, and the information regarding milestone completion (and justification for non-completion) has been completed, or documents have been attached substantiating milestone completion when required, then grant closure may be requested according to the information provided in **Appendix 1**.


Appendix 2 summarizes the requirements for monitoring and the finalization of grants made by request for closure of the project.

The RAELs, after evaluation of the grant management, using a checklist for this specific purpose, will finalize the life cycle of the grant. Once the request is received from the corresponding unit, the RAELs have a period of five working days to attend to and complete the project closure process, if and when all required documentation has been completed.

## 16. EXPIRED GRANTS

Grants that remain open (not finalized) six months after the assigned completion date are considered to be expired. Given that good grant management presupposes keeping the portfolio up to date, the system will establish a maximum number of grants that a unit may maintain as expired before any new grants may be approved, depending on the number of grants the unit has open. The following table shows these limits.

Number of open grants	Maximum number of expired grants
0 to 10	2
11 to 20	4
21 to 30	6
31 to 40	8
41 to 50	10
51 to 60	12
61 to 70	14
71 to 80	16
81 to 90	18

<b>GRANT MANAGEMENT POLICY</b>		Page 16of22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

90 to 100	20
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If the completion date of a grant has been postponed through an amendment, the grant will be considered expired when six months have transpired from the amended completion date.

### **17. SURPLUS GRANT FUNDS**

If surplus funds remain in the possession of a partner upon completion of the grant, then one of the following courses of action may be taken:

- The funds may be returned to the contractually responsible legal entity. The funds may be allocated for another use with approval by the Responsible party of the operational unit.


In cases where surplus funds exceed (i) 1% of the total amount of the grant or (ii) \$300 USD, for grants of less than \$30,000 USD, then a signed termination agreement is required specifying the surplus amount and destination of the funds.

Funds that enter Avina will be added to the budget for the grants of the responsible unit, unless Avina was the source of these funds and grant was finalized over one year prior, or the amount to be returned is greater than \$20,000 USD. In these cases, the destination of the funds will be determined by the Finance and Legal Department.

### **18. EXCEPTIONS**

Any exception to the guidelines established here should be submitted for review by the Finance and Legal Department (DAF).




<b>GRANT MANAGEMENT POLICY</b>		Page 17of22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		


## APPENDIX 1: GRANTS STATUS IN THE SYSTEMS

Below is a list of the different statuses that apply to grants as they move through our systems.


Number	Status and Actors	Description
1	Status: from Draft to Under Review Actor: Any	The cycle begins with the Draft status. In this instance, the grant is being designed and key aspects are being analyzed. Once the draft is completed, the grant status progresses to "Under Review."
2	Status: from Under Review to Approved Actor: This will be a person other than the person assigned to the grant while Under Review.	The objective is for the grant to be reviewed for approval by the corresponding team members, according to the matrix of authorizations.  When the grant has been reviewed and is considered ready for implementation, the person changes the status to "Approved"
3	Status: from Approved to Doc. Legal in Development Actor: ADM of the OU. In their absence, as an exceptional case, the RAEL of the legal entity of the grant.	The Administrator of the OU verifies: <ol style="list-style-type: none"> <li>1. The classification of the type of Grant is the correct. Type of Grant: Cash Donation, In-kind, Contract for Service, Event...</li> <li>2. The Contact/Account information is entered correctly in the CRM, indicating the person responsible for the grant (correct name of legal entity, physical address, copy of power of attorney, identification document, legal entity's articles of incorporation, etc.). <b>Ensure the required information is complete in order to begin legal management and the legal or accounting support necessary for each type of grant.</b></li> <li>3. The milestones follow the guidelines established in the Policy.</li> <li>4. The schedule of disbursements is appropriate for the type of grant and the time period of the grant. <ol style="list-style-type: none"> <li>a. When indicated by the Grants policy, verify: <ol style="list-style-type: none"> <li>(i) a budget has been attached and this budget corresponds to the budget items in</li> </ol> </li> </ol> </li> </ol>

<b>GRANT MANAGEMENT POLICY</b>		Page 18of22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

Number	Status and Actors	Description
		<p>the CRM; (ii) a proposal prepared by the partner/consultant, when required, has been attached.</p> <p>5. When Avina's disbursement is made by bank transfer, <b>verify the banking information is complete in the CRM.</b></p> <p>6. When the Grant is of an amount equal to or greater than \$50,000 USD, verify the Check List of Social and Environmental Risks has been completed and that this is attached to the Approval Form.</p>
4	Status: from Legal documentation in development to Legal documentation sent for Signature. Actor: RAEL of the legal entity.	<p>RAEL verifies:</p> <ol style="list-style-type: none"> <li>1. That the grant contains all the support needed to generate legal documentation, when required, or refer to the ADM of the OU for additional information</li> <li>2. That the grant has sufficient funds in its bank account. If not, the RAEL will coordinate with Panama's manager of administration and finance.</li> </ol>
5	Status: from Legal Documentation sent for Signature to Legal Documentation Completed Actor: RAEL	To begin the processes, the partner will send a digitized version of the signed legal document to the Programming Manager/ADM of OU who will then upload the document to the CRM in the specified field. The RAEL, <b>after verifying that signatures on the legal document match those appearing on the identification document of the signee</b> , will change the grant status in the legal field of the draft to Legal Documentation Completed. The grant will remain in Progress and will be entitled to request disbursements.
6	Status: From in Progress to Management Evaluation Pending Actor: ADM of the UO	Once the grant is completed, final reports have been attached (narrative and financial), the amount of reported counterpart has been registered by the partner, milestones have been completed, and the Final Evaluation Report by the programmatic team has been received, then the Administrator of the OU verifies that the grant is ready <b>to be</b> closed and all monitoring and finalization requirements for grants have been met.


<b>GRANT MANAGEMENT POLICY</b>		Page 19of22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

Number	Status and Actors	Description
		For grants greater than or equal to \$50,000 USD, the Administrator confirms that the amount implemented by the partner is registered in the "monitoring" section of the grant and that the Final Evaluation Form is attached.
7	Status: from Management Evaluation Pending to Closed. Actor: RAEL	The corresponding RAEL completes the checklist to close the grant. If additional information is required, then the RAEL will refer to the Administrator of the OU. If no additional information, then the status will be changed to Closed.
	<b>Other Possible Situations</b>	
8	Status: from Approved to Canceled Act or: RAEL	If it is decided that the grant will not be completed, then the grant must be Canceled by request of the OU.
9	Status: from Draft Amendment to Amendment under Review. Actor: Any	When changes are required in the grant, refer to the possible situations discussed in Chapter 12 of the Grants Management Policy.
10	Status: from Amendment under Review to Amendment in Progress Actor: Manager of the OU	The Manager of the OU or another employee designated by the OU Manager will approve requested changes in the amendment to the grant.
11	Status: from Amendment in Progress to Application Approved Actor: RAEL	THE RAEL draws up the legal document, when required, to be sent to the ADM of the OU to sign in the absence of a party responsible for programming. When the signed documentation has been received and attached in the notes of the Legal Documents section, then adjustments to the grant will be made. If no amendment is required to the legal document, then adjustments will be made in the grant.


<b>GRANT MANAGEMENT POLICY</b>		Page 20of22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

## APPENDIX 2 - REQUIRED DOCUMENTATION FOR EACH TYPE OF GRANTS

Types of Grant	Documentation to request	Documentation to be added to the System to Initiate Legal Management	Legal/ Accounting Support	To Finalize Grant
<b>Donation/ Cash Grant</b>				
<b>Inv. less than \$3,000 USD</b>	<p>If the partner is a person:</p> <ul style="list-style-type: none"> <li>- copy of the identification document.</li> </ul>		Charter Agreement	Narrative Report Financial Report < \$3,000 with explanation as appropriate.
<b>Inv. more than \$3,000 USD and less than \$50,000 USD</b>	<p>If the partner is a legal entity:</p> <ul style="list-style-type: none"> <li>- Copy of the statutes</li> <li>- Copy of legal authority of signee</li> <li>- Copy of identification document of the signee</li> </ul>	Detailed budget Partner Proposal	Cooperation or Donation Agreement	<p>Narrative Report</p> <p>Financial Report &gt; \$3,000 explanation of variations greater than 20% (major items)</p> <p>Report must be signed by the partner, responsible party for the organization or the organization's accountant. It is also valid to upload a copy of the email received from the partner or from the responsible party at Avina in which the report is submitted.</p> <p>Final Evaluation Report (Prepared by the party responsible for programming in Avina)</p> <p>For grants in amounts equal to or greater than \$50k, the following is also required:</p> <p>Final Evaluation Form</p>
<b>Inv. equal to or greater than \$50,000 USD</b>	<ul style="list-style-type: none"> <li>- Banking information</li> <li>- Authorization for Deposit, if requested that funds be deposited to an account other than than of the partner</li> <li>- If the amount is greater than \$3,000 USD, then a copy of document as proof of the validity of the entity is also required, such as: certificate of registration, or the most recent financial statements, or recent mention in the media, or web page.</li> <li>- Copy of legal authority of signee</li> </ul>	Detailed budget Partner Proposal Social and Environmental Risk Analysis (form completed in CRM)		

<b>GRANT MANAGEMENT POLICY</b>		Page 21 of 22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

Types of Grant		Documentation to request	Documentation to be added to the System to Initiate Legal Management	Legal/ Accounting Support	To Finalize Grant
<b>In-kind Donation/ Grant</b>					
<b>Contracts for services and others</b>	<b>Travel, Hotel, and Daily Allowances</b>	<p>If the partner is a person:</p> <ul style="list-style-type: none"> <li>- copy of the identification document.</li> </ul> <p>If the partner is a legal entity:</p> <ul style="list-style-type: none"> <li>- Copy of the statutes</li> <li>- Copy of legal authority of signee</li> <li>- Copy of identification document of the person signing</li> <li>- Banking information</li> <li>- Authorization for Deposit if requested that funds be deposited to an account other than than of the partner</li> <li>- If the amount is greater than \$3,000 USD, then a copy of the document as proof of the validity of the entity is also required, such as: certificate of registration, or the most recent financial statements, or recent mention in the media, or web page.</li> </ul>	Quote	<p>Letter of Agreement</p> <p>Invoice (upon payment)</p>	<p>Brief Narrative Report</p> <p>Final Evaluation Report (prepared by the party responsible for programming in Avina)</p>
	<b>For a consultancy</b>	<ul style="list-style-type: none"> <li>- Copy of legal authority of signee</li> <li>- Copy of identification document of the person signing</li> <li>- Banking information</li> <li>- Authorization for Deposit if requested that funds be deposited to an account other than than of the partner</li> <li>- If the amount is greater than \$3,000 USD, then a copy of the document as proof of the validity of the entity is also required, such as: certificate of registration, or the most recent financial statements, or recent mention in the media, or web page.</li> </ul>	Terms of Reference/ Proposal	<p>Consultancy Contract</p> <p>Invoice (Invoice or Billing Statement) for the honoraria paid or any other document that local regulations require</p> <p>When a consultancy contract is made through the Talent Bank, the following is also required: Confidentiality Agreement</p>	<p>At least one monitoring report every six months when the grant period is greater than 12 months.</p> <p>Financial reporting (when the contract includes an amount allocated to expenditures only)</p> <p>Final Evaluation Report (prepared by the party responsible for programming in Avina)</p> <p>When a consultancy is coordinated with the internal Talent Bank, the following is also required:</p> <p>Letter of termination of service</p> <p>Evaluation of compliance to rate the consultant.</p>
	<b>Other (printing or translation, equipment,</b>	<ul style="list-style-type: none"> <li>- Copy of legal authority of signee</li> </ul>	Quote/Proposal  Detailed budget when the amount	Contract for Services (when applicable)	Final Evaluation Report (prepared by the party responsible for programming in Avina)

<b>GRANT MANAGEMENT POLICY</b>		Page 22 of 22	
Code: DAF v4 01 Approval date: December 22, 2011 Effective Date: January 09, 2012 Effective Date v3: 27 - June-2014 Effective Date: v4	Scope: All AVINA Prepared by: DAF Approved by: CEO		

Types of Grant		Documentation to request	Documentation to be added to the System to Initiate Legal Management	Legal/ Accounting Support	To Finalize Grant
	materials, etc.).		exceeds \$3,000 USD	Invoice (Invoice or Billing Statement) for the services/material/equipment purchased.	
<b>Sponsorship</b>			Proposal	Avina Note or Letter of Agreement formalizing the sponsorship	Brief narrative report from the beneficiary of the donation  Final Evaluation Report (prepared by the party responsible for programming in Avina)
<b>Event/activity organized and conducted by Avina</b>			Quote/ Proposal  Detailed budget in case that exceeds \$3,000 USD	Contract for Services (when applicable)  Invoice (Invoice or Billing Statement).	Signed list of participants and/or signed internal Memo.  Final Evaluation Report (prepared by the party responsible for programming in Avina)