



August 16, 2012

Dear Friends,

We hope you enjoy this week's edition of the Newsflash!

Sincerely,

The Firelight Team

(Call for Proposals) The Robert Carr civil society Network Fund First Call for Proposals

(Call for Proposals) Aids Fond Call for Proposals on HIV drug resistance

(Call for Applications) Cordaid's 2012 HIV and AIDS Award

(Resource) Financial Management and Governance Guide by Mango UK

(Call for Proposals) The Robert Carr civil society Network Fund First Call for Proposals

The Robert Carr civil society Network Fund has announced a new funding opportunity for civil society organizations and community networks. This is the first Request for Proposals launched by this fund. It seeks to support NGOs, CBOs and other charitable organizations which have a focus on HIV/AIDS and directly related issues.

Organizations eligible to apply are:

- Global networks, regional networks and alliances of networks (a combination of global and regional, or otherwise) that:
 - Are non-profit organizations (e.g., NGOs, CBOs, and other charitable organizations);
 - Focus in their work on HIV/AIDS and directly related issues (75% of activities and spending); and
 - Have strong management and leadership, and have the capacity to carry out the proposed activities, monitor contribution to outcomes within an agreed results framework, and to effectively manage the requested grant.

Global and regional civil society and community networks can apply for a grant to support core-funding and/or programmatic needs of the network for up to three years, depending on review of performance after one year against a results

framework and availability of funds. Only one application may be submitted per organization. Proposals must clearly demonstrate how support will enable the network to contribute to the identified outcomes and how they will track relevant indicators. It is expected that additional proposals for new activities or scale up can be submitted in subsequent years. These submissions will be subject to competitive review.

Applicants must clearly demonstrate how core support and program funding will contribute to achieving defined outcomes, and how progress will be monitored. Applicants are encouraged to seek the establishment of relevant collaboration, synergies or division of labor with other global and/or regional networks, as well as with those at national level, as appropriate. Applications from individual global and regional networks organizations are also welcome and will be reviewed with careful attention given to the distinction between these two types of organizations (global or regional).

Deadline for Submission: September 1, 2012

For more go to: <http://www.aidsfonds.nl/rc-nf/proposals-request.htm>

(Call for Proposals) Aids Fond Call for Proposals on HIV drug resistance

The Aids Fonds New Call for Proposals on HIV drug resistance includes the full range of activities that can prevent and adequately address HIV drug resistance for participating patients. All interventions have to contribute to the quality of care of the patients involved. This call is particularly meant for innovative approaches. Interventions could be, but are not limited to, viral load monitoring, targeted resistance monitoring, adherence counselling and support, focused advocacy on the importance of HIV drug resistance or providing medicines with a lower risk of resistance. Activities can be part of programs in which antiretrovirals are used to prevent the transmission (earlier start of treatment) or acquisition (pre-exposure prophylaxis) of HIV.

Aim and objectives

- To support programmes that implement activities to prevent and adequately address HIV drug resistance in participating individuals.
 - To support the introduction of improved regimens, avoidance of stockouts, and better procurement and supply management.
 - To support better patient monitoring, including the use of viral load and resistance testing.
 - To support the understanding of treatment options, access and stay in care, and adherence to treatment. Especially for people living with HIV who are asymptomatic

- To generate results that can be transferred beyond the context in which the programme takes place.

- To involve communities in creating a favourable environment for preventing and addressing HIV drug resistance

Eligibility criteria for applicants

- Funding will only be applied to registered organisations and not to individuals.

- Applicants must be non-profit and non-governmental organisations.

- Organisations should provide their latest annual narrative and financial report together with the application

- Organisations must have strong management and the capacity to formulate a proposal, to carry out the proposed activities and to effectively manage award funds

Programmes should take place in one of the following countries: South Africa, Kenya, Zambia, Zimbabwe, Malawi, Thailand, Brazil, Botswana, Rwanda, Namibia or Lesotho.

Deadline for Submission: September 1, 2012

For more go

to: [http://www.aidsfonds.nl/uploads/Aids Fonds resistance call for proposals.pdf](http://www.aidsfonds.nl/uploads/Aids_Fonds_resistance_call_for_proposals.pdf)

(Call for Applications) Cordaid's 2012 HIV and AIDS Award

The Catholic Organization for Relief and Development Aid (Cordaid) is inviting applications from organizations undertaking outstanding work in the field of HIV and AIDS for the 2012 HIV and AIDS Award.

Cordaid will award an organisation that shows outstanding commitment and leadership in making use of local resources to implement sustainable care and support initiatives for children living with or affected by HIV.

This year's award offers an opportunity to gain greater insight into how local resources are mobilised and used to implement sustainable care and support initiatives for children living with and/or affected by HIV. The focus on children is linked to Cordaid's focus on investing in children, including vulnerable children.

Organisations which are eligible to be nominated for this year's award should be active in the above-mentioned field in one of the following countries: Burundi, Cameroon, Central African Republic, Democratic Republic of the Congo, Ethiopia, Ghana, Sierra Leone, South Sudan, Malawi and Uganda.

Deadline for submissions: September 16, 2012

For more go to: <http://www.cordaid.nl/2012-cordaid-hiv-and-aids-award>

(Resource) Financial Management and Governance Guide by Mango UK

FINANCIAL MANAGEMENT:

Financial management is one of many critical functions in an effective NGO. NGOs exist to improve the lives of beneficiaries by carrying out activities as described in What NGOs do. Finance is a support function to make that possible.

In addition to financial management, a healthy NGO needs proper governance and leadership, clear strategic direction, high quality programme management with involvement of beneficiaries, effective human resources management, shared values and a conducive organisational culture.

All of these have linkages to financial management. For example,

- The Governing Body has ultimate responsibility for approving the budgets and financial statements and ensuring adequate financial control.
- Without a clear strategic plan it is impossible to draw up activity based budgets.
- The methods you use to recruit, induct, and train staff will have an impact on the effectiveness of your finance staff, and whether there is a culture of accountability in the organisation.
- The values that drive your strategic direction and programme approach will also be reflected in the way you manage the finances.

Mango's Guide will help you to improve your financial management and see the connections to other aspects of effective NGO work. But fundamental weaknesses in any of these other areas will have a knock on impact on your financial management because they are all inter-related.

INTEGRATING FINANCIAL MANAGEMENT:

Here are ten practical ideas to help integrate financial management and programme management:

1. Involve everyone in the organisation in the annual budgeting round, using the activity-based budgeting process (see Top Tips 3 on Budgeting). Project staff are in the best place to produce accurate budgets for their own projects. This process builds ownership and a more responsible use of project resources during implementation.
2. This will help finance staff understand more about the practical difficulties of

working in the field. It also helps build a stronger relationship between field and programme staff. And it can be very motivating for finance staff, and helping them identify more with the NGO's mission and objectives.

3. Set up regular ways of reporting the financial position to your beneficiaries. This helps to make the link between funds received in their name and project outputs. It also helps everyone involved in the project concentrate on using the funds available as effectively as possible. (See also Top Tips 8 on Reporting to Beneficiaries).

4. Together, finance and project staff can make the links between the financial reports and narrative reports, pick up lessons learned and help to identify future actions. It will help the project officer understand how useful a budget monitoring report is for programme management.

5. Make sure that the finance team is providing project staff with regular, useful and easy-to-use finance reports. E.g., this often includes a monthly budget monitoring report. Keep the reports simple and easy to read. Finance staff have to keep up their side of the bargain, and make sure they produce useful information for project staff!

6. Sponsor key staff and board members from your partner NGO to attend a Mango training event. Let them be inspired and excited by financial management too!

7. Include a section in all non-finance staff job descriptions on their responsibilities for financial management – e.g. budgeting and budget management, procurement, internal control. These areas simply cannot just be “left to the accountant” – they are under project staff's control.

8. Make sure that the NGO's strategic planning process includes discussions on financing, for the whole organisation. Topics for discussion could include: different sources of funding; ethical funding policy; and the 'reserves' policy, all of which have an impact on programmes and financial sustainability. Also, do not exclude finance staff from discussion on mission and objectives – they need to have a strong sense of mission too.

9. Encourage the board and senior managers to show that they take financial management seriously. If they regularly review financial reports, then they set the agenda for everyone else. But if they do not, then other staff may not have an incentive to spend time working on the finances. One of the best thing financial managers can do is to persuade the Director to look at financial performance and controls – before a crisis hits!

10. Finance staff can encourage project staff to work more closely with them if they are friendly and helpful. It's all about attitude! Do you help project staff tackle their

problems, or do you create more difficulties for them? For instance, a good starting point might be to recognise that, for project staff, finances are important but not the number one priority!

For more go to: <http://www.mango.org.uk/Guide/FmInContext>

SEVEN PRINCIPLES OF FINANCIAL GOVERNANCE

There are seven principles of financial management for NGOs. They provide a high-level guide for trustees and senior managers, to help them make sure that their organisation is using funds effectively and that staff are working appropriately. They also provide a useful checklist when deciding whether to fund other NGOs.

1. The organization must take good care of the resources it is entrusted with and make sure that they are used for the purpose intended. The board of trustees has overall responsibility for this. In practice, managers achieve it through careful strategic planning, setting up appropriate controls, considering risks, and by setting up systems that work in tune with the two golden rules of NGO field work.
2. The organisation must explain how it has used its resources and what it has achieved as a result to all stakeholders, including beneficiaries. All stakeholders have the right to know how their funds and authority have been used. NGOs have an operational, moral and legal duty to explain their decisions and actions, and submit their financial reports to scrutiny.
3. The organisation must be open about its work, making information about its activities and plans available to relevant stakeholders. This includes preparing accurate, complete and timely financial reports and making them accessible to stakeholders, including beneficiaries. If an organisation is not transparent, then it may give the impression of having something to hide.
4. On a personal level, individuals in the organisation must operate with honesty and propriety. For example, managers and trustees should lead by example in following procedures and by declaring any personal interests that might conflict with their official duties. The integrity of financial reports depends on the accuracy and completeness of financial records.
5. Expenditure must be kept in balance with incoming funds, both at the operational and the strategic levels. Viability is a measure of the NGO's financial continuity and security. The trustees and managers should prepare a financing strategy to show how the NGO will meet all of its financial obligations and deliver its strategic plan.
6. The system for keeping financial records and documentation must observe internationally accepted accounting standards and principles. Any accountant from anywhere around the world should be able to understand the organisation's system

for keeping financial records.

7. The organisation's financial policies and systems must be consistent over time. This promotes efficient operations and transparency, especially in financial reporting. While systems may need to be adapted to changing needs, unnecessary changes should be avoided.

As part of the Firelight Foundation's Capacity Building Program, Firelight provides "Newsflashes" to share relevant resources and information with our active grantee-partners via weekly emails and via post on a monthly basis. We hope that by facilitating access to information for grassroots, community-focused organizations, programming for children and families, as well as organizational development, is enhanced. Past editions of the Firelight Newsflash can be found on our website: <http://www.firelightfoundation.org/newsflash.php>. We welcome your comments, feedback and ideas for upcoming Newsflashes at newsletter@firelightfoundation.org.

For more information contact:

Firelight Foundation
740 Front Street, Suite 380
Santa Cruz, CA 95060 USA
www.firelightfoundation.org
+1 831-429- 8750