

## Halcrow Foundation

# HF/6 - Policy for Management of Projects and Causes

This Policy for Management of Projects and Causes sets out the Halcrow Foundation's overall approach to the identification, assessment, selection and subsequent management and monitoring of the projects and causes that the Foundation chooses to support.

### **Identification of projects and causes**

The Foundation is open to enquiries and proposals from all sources and will maintain a facility on its website for external parties to contact the Foundation. The Foundation, through its trustees, partners and project sponsors, may also proactively seek to identify potential projects and causes that it may support.

The Foundation will set out and make public in its Vision and Strategy (HF/11) a description of the key characteristics of projects and causes it will consider supporting in terms of targeted geographic location and nature of intervention(s). These characteristics will be used as criteria to guide the identification and selection of projects and causes.

### **Assessment of potential projects and causes**

Enquiries and proposals received from external parties will be initially screened by at least one trustee who shall determine whether these conform broadly with the Foundation's vision and strategy and whether they should be considered further. If needed, the trustee may request further information in the form of an outline proposal. If the original or outline proposal merits further consideration, the trustee, following consultation with other trustees, may invite a full proposal.

The Foundation will maintain a Standard Form for Grant Applications (HF/13) which is to be completed by the proposer of any project or cause for funding. The template will require that sufficient information is provided by the proposer to make clear the purpose and expected impacts of the funding sought, the nature of the actions to be taken up, arrangements for implementing, managing, supervising, monitoring and reporting and an appraisal of risks. The template will also require the proposer to confirm that the project or cause will be implemented in conformity with the Foundation's Code of Practice (HF/2).

### **Evaluation and selection for funding**

Full proposals submitted to the Foundation will be evaluated by at least two trustees using a Standard Template for Assessment of Grant Applications (HF/14). The standard template will reflect the criteria noted above and allow for ranking of different proposals.

Selection of projects and causes for funding support from the Foundation will be decided by the trustees taking into account the evaluations made and the availability of funds. The

trustees will decide by majority vote with the chairperson holding the casting vote if needed. The trustees are entitled to reject any proposal irrespective of its merits and their decision will be final. The trustees will subsequently convey their decision to the proposer.

If funding is agreed, the trustees will appoint a trustee to take the lead in managing the Foundation's support to a project or cause.

### **Management and monitoring of projects and causes**

Funding of agreed projects and causes will be in accordance with a contract between the Foundation and either the implementing organisation or the Foundation's funding partner where the funding partner is supervising the project or cause on behalf of the Foundation. Contracts will normally commit funds over a maximum period of three years and any further funding for a particular project or cause would be subject to a satisfactory review by the Foundation of prior performance.

The contract will normally be based on a Standard Form of Agreement (HF/15), which the trustees will periodically review and agree. The contract will set out, inter alia, details of the project, programme, milestones and payments, reporting requirements, standard conditions and the Foundation's Code of Practice. The contract will make clear also what is to be undertaken using the Foundation's funds and what impacts are expected to arise from use of the funds.

The Foundation intends that all projects or causes which the Foundation funds shall have a monitoring and evaluation component. In addition to monitoring financial and physical progress, this component will require that achievement of the desired outcome(s) of the project or cause is assessed. The contract will stipulate which indicators are to be used in this regard and how and by whom these will be measured. The Foundation recognises that final outcomes may not be possible to assess during the implementation period and that, in such circumstances, proxy indicators may be used to provide a degree of assurance that the project is on a pathway to achieving ultimate success.

The Foundation intends also that all funding support will include provision for supervision and/or oversight arrangements by a third party independent of the implementing organisation. The third party may be a funding partner, a trusted person or, where needed, an appointed independent and qualified supervisor (ref HF/NN). The cost of these arrangements shall normally be treated as part of the project cost and shall be kept as far as is possible to a reasonable minimum.

### **Document History**

Document no HF/4

Date	Issue	By	Approved date
20/04/2018	HF/6 v1.0	Trustee meeting	20 April 2018