



GRANT MANAGEMENT POLICY

Version 1.0



Health Education and Development Society (HEADS)

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1. Introduction to HEADS

The Health Education and Development Society (HEADS) is a bi-national, legally registered not-for-profit organization (NPO) operating in Pakistan and Afghanistan. Established in 2013 under the Societies Registration Act, 1860. HEADS is licensed under Section 42 of the Companies Act, 2017 by the Securities and Exchange Commission of Pakistan (SECP), a status granted in August 2025, and is also registered with the Ministry of Economy, Afghanistan.

Guided by a Board of Directors comprising experienced professionals in humanitarian response, community development, and organizational governance, and supported by a multidisciplinary team of qualified professionals, HEADS designs and implement integrated humanitarian, recovery, and development programmes that deliver sustainable and measurable impact for crisis-affected and underserved communities across both countries.

HEADS implements integrated, multi-sectoral programs in health, education, water, sanitation and hygiene (WASH), livelihoods, food security and nutrition, protection, shelter, non-food items (NFIs), cash assistance, disaster risk management, and community development. As HEADS' program portfolio grows in scale and complexity, sound, transparent, and donor-compliant grant management is central to organizational credibility, accountability, and impact.

This Grant Management Standard Operating Procedures (SOP) and Policy document establishes the mandatory processes, roles, and controls that govern how HEADS identifies, secures, implements, and closes out grants and donor-funded agreements across its Pakistan and Afghanistan operations.

2. Legal Status

HEADS operates under the following legal registrations and certifications, which underpin its eligibility to receive and manage institutional grants:

- Registered under the Societies Registration Act, 1860
- Licensed under Section 42 of the Companies Act, 2017 by the Securities and Exchange Commission of Pakistan (SECP)
- Registered with the Ministry of Economy, Afghanistan
- Registered with the Economic Affairs Division (EAD), Government of Pakistan
- Member of the Pakistan Centre for Philanthropy (PCP)
- 236(C) Tax Exempted Certificate
- Registered with the Charity Commissions of Khyber Pakhtunkhwa (KP) and Balochistan
- DUNS & SAM registered
- Registered with the Federal Board of Revenue (FBR) and Khyber Pakhtunkhwa Revenue Authority (KPRA)



- Registered with the Provincial Disaster Management Authorities (PDMAs) of Sindh and Balochistan

These registrations are maintained and renewed by the Governance & Compliance function and must remain current and valid for the duration of any active grant agreement. Grant agreements shall not be signed against lapsed or pending registrations without prior written approval from senior management.

3. Vision & Mission

Vision

"Every Individual, regardless of background or circumstance enjoys equal opportunities and rights with dignity".

Mission

"Empowering communities through strategic investment in human capital and institutional capacity development, raising sustainable development at the grass root level"

4. Purpose and Scope

4.1. Purpose

These SOPs define the standardized procedures, controls, and accountabilities for managing grants and donor agreements at HEADS, from opportunity identification through award closeout. It is designed to ensure compliance with donor rules and regulations, national law, and HEADS' own governance policies, while supporting efficient, transparent, and well-documented grant implementation.

4.2. Scope

This policy applies to:

- All grants, cooperative agreements, and donor-funded contracts awarded to HEADS, whether as prime recipient or sub-recipient
- All HEADS offices, programs, and staff in Pakistan and Afghanistan involved in grant acquisition, implementation, or closeout
- All sub-grants and sub-agreements issued by HEADS to implementing partners
- All funding sources, including bilateral and multilateral donors, UN agencies, foundations, corporate partners, and pooled funds

5. Guiding Principles

- Compliance First: HEADS complies with all applicable donor rules, national laws, and internal policies at every stage of the grant cycle.
- Transparency & Accountability: Grant-related decisions, transactions, and communications are documented and auditable.

- Segregation of Duties: No single individual controls a grant transaction from initiation to approval and payment.
- Value for Money: Resources are used efficiently, economically, and effectively to maximize program impact.
- Zero Tolerance: HEADS maintains zero tolerance for fraud, corruption, conflict of interest, and diversion of donor funds.
- Do No Harm & Safeguarding: Grant-funded activities are implemented in a conflict-sensitive, safeguarding-conscious manner.
- Timeliness: Deadlines for proposals, reports, and compliance submissions are treated as non-negotiable.

6. Definitions & Abbreviations

Term	Definition
Grant	A financial award from a donor to HEADS to carry out a defined program of activities, subject to specific terms and conditions.
Sub-Grant	A financial award made by HEADS, as prime recipient, to an implementing partner organization to carry out part of a grant-funded program.
Go/No-Go Decision	The internal decision point at which HEADS determines whether to pursue a funding opportunity.
BOQ	Bill of Quantities
CFR	Cost Framework / Cost Reimbursement
FCRM	Feedback and Complaint Response Mechanism
GMS	Grant Management System (digital tracking tool)
MEAL	Monitoring, Evaluation, Accountability and Learning
PSEA	Protection from Sexual Exploitation and Abuse
ToR	Terms of Reference

7. Roles & Responsibilities

Role	Key Responsibilities
Board of Directors	▪ Provides overall governance, strategic direction, and fiduciary oversight of the organization. ▪ Approves organizational policies, strategic plans, annual budgets, and grants above delegated authority thresholds.

Role	Key Responsibilities
	- Oversee financial management, risk management, internal controls, and ensure compliance with legal, regulatory, and donor requirements. - Authorize the Chief Executive Officer (CEO) for signing contracts with donors on behalf of HEADS, constitutes the Audit Committee, and promotes transparency, accountability, and the long-term sustainability of the organization.
Chief Executive / Senior Management	- Provides overall strategic leadership, organizational management, and resource mobilization. - Leads donor engagement, partnerships, and grant acquisition. - Approves Go/No-Go decisions, grant agreements, partnership arrangements, and budget realignments within delegated authority. - Assigns responsibilities, allocates resources, and oversees the performance of programme and support functions. - Review and approve organizational reports, including programme, financial, compliance, audit, and performance reports, and provide strategic guidance for continuous improvement. - Ensures compliance with donor requirements, organizational policies, legal obligations, and approved budgets. - Oversee organizational risk management and resolve high-risk financial, contractual, compliance, and operational issues. - Represents HEADS with donors, government, UN agencies, and strategic partners to strengthen collaboration and organizational sustainability.
Grants & Compliance Unit/ Program Technical Team	- Lead funding opportunity tracking, Go/No-Go assessments, and proposal development. - Ensure compliance with donor requirements throughout the grant lifecycle, from proposal development to project close-out. - Coordinate with donors on grant implementation, reporting, compliance matters, and contractual requirements. - Provide technical guidance and compliance support to Project Management Units (PMUs) to ensure quality implementation and timely delivery of project outputs. - Develop grants management tools and submit them to the CEO and the donor for review and approval. - Manage grant agreements, project files, NOCs, MoUs, amendments, and donor reporting documentation. - Monitor grant performance, compliance, reporting schedules, and support audits, donor reviews, and grant close-out processes.
Project Management Unit	Develop implementation plans, work plans, and reports.



Role	Key Responsibilities
	- Coordinate and implement project activities in accordance with approved work plans, budgets, and donor requirements. - Ensure timely achievement of project outputs, outcomes, and quality standards. - Coordinate with Grants, Finance, Procurement, HR, MEAL, and other support units for effective project delivery. - Monitor project progress, identify implementation risks, and take corrective actions to ensure timely delivery. - Maintain project documentation and support donor monitoring visits, audits, evaluations, and reporting processes.
Finance Department	- Prepare and manage project budgets, cash flows, fund disbursements, and financial forecasts in accordance with approved budgets and donor requirements. - Maintain accurate accounting records, process payments, manage payroll, and prepare timely financial reports and donor financial statements. - Ensure compliance with organizational financial policies, donor regulations, statutory requirements, and internal controls. - Monitor budget utilization, conduct budget variance analysis, and support budget revisions and financial planning. - Conduct financial due diligence and capacity assessments of partners and monitor compliance with partnership financial agreements. - Support internal and external audits, financial monitoring visits, and ensure timely resolution of audit findings and financial compliance issues.
Procurement Unit	- Plan and manage the procurement of goods, works, and services in accordance with HEADS procurement policies, donor requirements, and approved procurement plans. - Ensure all procurement processes comply with applicable thresholds, competitive bidding procedures, value-for-money principles, and ethical standards. - Prepare and manage procurement documentation, contracts, purchase orders, and vendor records, ensuring transparency and proper record-keeping. - Coordinate with programme, finance, and logistics teams to ensure the timely delivery of quality goods and services. - Maintain supplier databases, conduct vendor due diligence and performance evaluations, and support procurement audits and compliance reviews.



Role	Key Responsibilities
	Monitor contract implementation and ensure procurement activities are completed within approved budgets and project timelines.
Admin & Logistics Unit	- Manage organizational assets, fleet, warehousing, inventory, and logistics in accordance with organizational policies and donor requirements. - Ensure the timely, safe, and compliant transportation, storage, and distribution of project goods and equipment. - Maintain accurate asset, inventory, and warehouse records, and conduct periodic physical verification and stock reconciliation. - Coordinate logistics support for project implementation, field operations, meetings, training events, and emergency response activities. - Ensure proper asset tagging, maintenance, insurance, disposal, and inventory control throughout the grant lifecycle. - Support logistics audits, donor monitoring visits, and compliance reviews by maintaining complete and accurate documentation.
Monitoring, Evaluation, Accountability, and Learning (MEAL) Department	- Develop and implement the MEAL framework, indicators, and data collection systems for all grants. - Monitor project progress, verify results, and ensure the quality, accuracy, and integrity of programme data. - Lead field monitoring visits, evaluations, data quality assessments (DQAs), and beneficiary verification exercises. - Provide validated data and analysis to support donor reporting, programme reviews, adaptive management, and organizational learning. - Manage Accountability to Affected Populations (AAP) and the Feedback and Complaint Response Mechanism (FCRM), ensuring timely analysis and resolution of community feedback. - Generate evidence, lessons learned, and performance insights to strengthen programme quality, accountability, and decision-making.
HR Department	- Recruit, contract, onboard, and manage grant-funded personnel in accordance with approved staffing plans, budgets, donor requirements, and labour laws. - Orient staff on organizational policies, the Code of Conduct, safeguarding, PSEA, compliance, and grant-specific requirements to ensure effective and compliant programme implementation. - Maintain personnel records, employment contracts, attendance, leave, payroll, and performance management systems in compliance with organizational policies and statutory requirements.



Role	Key Responsibilities
	- Ensure staff safeguarding, occupational health and safety, medical/life insurance coverage, and compliance with Employees' Old-Age Benefits Institution (EOBI) and other applicable statutory benefits. - Support workforce planning, staff capacity development, performance management, employee well-being, and compliance throughout the grant lifecycle.
Internal Audit Committee	- Conduct periodic internal audits and compliance reviews of grant files, financial transactions, procurement processes, and supporting documentation. - Assess the effectiveness of internal controls, financial management systems, and compliance with donor requirements, organizational policies, and applicable regulations. - Identify control gaps, compliance risks, and operational weaknesses, and recommend corrective actions to strengthen governance, transparency, and accountability. - Monitor the implementation of audit recommendations and support internal and external audits, donor reviews, and compliance assessments. - Submit audit findings and recommendations to the Board of Directors and follow up on the implementation of agreed corrective actions.

8. Grant Management Cycle Overview

HEADS manages every grant through four sequential phases. Each phase has defined entry/exit criteria, responsible units, and required documentation, detailed in Section 9.

Phase	Description
Pre-Award	Opportunity Identification: Identify and assess funding opportunities aligned with HEADS' strategic priorities, donor priorities, eligibility criteria, and organizational capacity. Go/No-Go Decision: Conduct Go/No-Go assessments to evaluate strategic fit, risks, compliance requirements, partnerships, and resource availability before approving proposal development. Donor Engagement: Coordinate with donors, consortium partners, and relevant stakeholders to clarify funding requirements and partnership arrangements. Proposal & Budget Development: Prepare technical proposals, logical frameworks, implementation plans, MEAL frameworks, and budgets in accordance with donor guidelines and organizational standards.



Phase	Description
	- Compliance & Internal Review: Conduct technical, financial, HR, procurement, MEAL, and compliance reviews to ensure quality and donor compliance. - Approval & Submission: Obtain internal approvals, submit proposals through the authorized signatory before the deadline, and maintain complete proposal records. Approvals, and submit proposals to donors.
Award	- Grant Agreement: Review, negotiate, obtain approvals, and sign the grant agreement and related contractual documents. - Grant Registration: Register the grant, establish grant files, assign the project team, and communicate award conditions to relevant departments. - Project Start-Up: Conduct project kick-off meetings and finalize work plans, budgets, procurement plans, staffing, risk management, and implementation schedules. - System Setup: Establish project management, finance, procurement, HR, logistics, MEAL, safeguarding, and compliance systems for effective grant implementation. - Donor Compliance: Ensure all donor conditions, reporting requirements, statutory approvals, project registration, NOCs, and partnership agreements are completed before implementation begins.
Implementation (post-award)	- Project Implementation: Implement approved activities in accordance with the grant agreement, work plan, budget, and donor requirements. - Programme Management: Manage project budgets, procurement, HR, logistics, assets, and partner performance to ensure timely delivery. - Monitoring & Compliance: Monitor progress, outputs, risks, and compliance through regular field monitoring, MEAL, safeguarding, AAP, and FCRM mechanisms. - Financial & Grant Management: Track budget utilization, process grant modifications, maintain grant documentation, and ensure donor compliance. - Reporting & Coordination: Prepare and submit timely technical and financial reports, coordinate with donors and partners, and address implementation issues through corrective actions.
Monitoring, Reporting & Grant Management	- Performance Monitoring: Track project progress, outputs, outcomes, indicators, and compliance through regular monitoring visits and MEAL systems. - Grant Management: Monitor grant implementation, budgets, work plans, risks, compliance requirements, and process grant amendments where required. - Reporting: Prepare and submit timely, accurate, and high-quality technical and financial reports in accordance with donor requirements.



Phase	Description
	• Donor Coordination: Coordinate donor communications, review meetings, monitoring visits, audits, and evaluations, and ensure timely follow-up on recommendations. • Documentation & Learning: Maintain complete grant records, document lessons learned and best practices, and support adaptive management and organizational learning.
Closeout	• Project Completion: Complete all approved activities and verify that project deliverables and contractual obligations have been fulfilled. • Final Reporting: Prepare and submit final technical, financial, inventory, and asset reports in accordance with donor requirements. • Financial Closure: Reconcile project accounts, settle outstanding obligations, and close project financial records. • Asset & Documentation Management: Dispose of or transfer project assets as required by the grant agreement, archive all grant documentation, and ensure complete records are maintained. • Grant Closure & Learning: Conduct project close-out meetings, document lessons learned and best practices, complete final evaluations where applicable, and formally close the grant.
Post-Closeout & Learning	• Documentation & Archiving: Archive grant files, reports, agreements, and supporting documents in accordance with donor and organizational requirements. • Knowledge Products: Develop and document case studies, success stories, lessons learned, best practices, and human-interest stories to capture project achievements and impact. • Evaluation & Learning: Conduct post-project evaluations, after-action reviews, and learning exercises where required. • Knowledge Management: Disseminate findings and integrate recommendations into future proposals, programme design, policies, and organizational systems. • Sustainability & Follow-Up: Maintain relationships with donors and partners, monitor sustainability measures, and identify opportunities for future collaboration and resource mobilization.

9. Standard Operating Procedures (SOPs)

9.1. Pre-Award Phase

- I. **Opportunity Identification:** The Grants & Compliance Unit, in coordination with Programme Technical Teams, proactively identifies funding opportunities through donor portals, UN agencies, government platforms, and partner networks. Opportunities are screened against HEADS' strategic priorities, donor eligibility criteria, organizational capacity, and funding requirements, and recorded in the Grant Opportunity Tracker.



- II. **Go/No-Go Decision:** A structured Go/No-Go Assessment is conducted to evaluate strategic alignment, technical capacity, operational feasibility, financial implications, partnership requirements, compliance obligations, and associated risks. The Chief Executive/Senior Management approves the final decision, which is documented and retained in the grant records.
- III. **Proposal Development:** A multidisciplinary proposal team is established to prepare high-quality technical and financial proposals, including the logical framework, implementation methodology, work plan, MEAL framework, safeguarding measures, risk analysis, and supporting documentation, in accordance with donor requirements.
- IV. **Budget Development:** The Finance Department leads budget preparation in close collaboration with Programme and Grants teams, ensuring that all costs are realistic, justified, compliant with donor cost principles, aligned with approved organizational cost norms, and represent value for money.
- V. **Partner / Sub-Grantee Due Diligence:** Where partners are involved, HEADS conducts organizational capacity assessments, financial and legal due diligence, safeguarding and PSEA assessments, and compliance reviews to ensure partners meet organizational and donor standards before engagement.
- VI. **Internal Quality Review & Approval:** The proposal undergoes comprehensive technical, financial, MEAL, HR, procurement, safeguarding, and compliance reviews using the Proposal Quality Checklist. All comments are addressed before obtaining final approval from the Chief Executive or authorized signatory.
- VII. **Proposal Submission:** The authorized signatory submits the proposal through the donor's designated platform or official channel before the submission deadline. All submission confirmations, correspondence, and supporting documents are securely maintained in the official grant file for future reference and audit purposes.

9.2. Award Phase

- I. **Award Notification & Acceptance:** Upon award notification, the Grants & Compliance Unit reviews the grant agreement, approved budget, donor conditions, and contractual obligations to ensure consistency with the approved proposal before formal acceptance.
- II. **Legal & Compliance Review:** The agreement is reviewed for legal, financial, tax, safeguarding, and donor compliance requirements. Any issues or special conditions are clarified and negotiated with the donor before signature.
- III. **Authorization & Agreement Signature:** The grant agreement is approved and signed by the authorized signatory in accordance with the Delegation of Authority Matrix. Fully executed agreements are shared with all relevant departments.
- IV. **Grant Registration & Project Set-Up:** The grant is assigned a unique project code and registered in the Grant Management System (GMS). Physical and electronic grant files are established, and the project team is formally constituted.
- V. **Project Planning & System Set-Up:** Detailed work plans, implementation schedules, procurement plans, staffing plans, budgets, risk registers, and MEAL plans are finalized. Finance, Procurement, HR, Logistics, MEAL, safeguarding, AAP, and FCRM systems are established for project implementation.



- VI. Compliance & Start-Up Meeting:** A project kick-off meeting is conducted with all relevant departments to review donor requirements, reporting schedules, procurement thresholds, branding and visibility requirements, compliance obligations, roles and responsibilities, communication protocols, and implementation timelines. A Donor Compliance Matrix is developed to monitor key contractual obligations throughout the grant lifecycle.

9.3. Implementation & Compliance Monitoring

- I. **Work Plan & Budget Monitoring:** Program and Finance jointly track progress against the work plan and Budget vs. Actual (BvA) reports on a monthly basis.
- II. **Financial Management & Disbursement:** All expenditures are processed per HEADS' Finance Manual and donor cost principles; supporting documentation is retained in the grant file.
- III. **Procurement Compliance:** Procurement of goods, works, and services follows HEADS' Procurement Policy and applicable donor thresholds and source/nationality rules.
- IV. **Sub-Grant Management:** Sub-grantees are monitored through scheduled site visits, financial spot checks, and timely review of partner reports.
- V. **Amendments & Modifications:** Any change to budget, timeline, or scope beyond approved thresholds requires a written amendment request and donor approval before implementation.
- VI. **Risk Management:** Grant-level risks are logged in the Risk Register and reviewed quarterly by the Grants & Compliance Unit and Senior Management.
- VII. **Monitoring Visits:** MEAL and Program teams conduct field monitoring visits per the approved MEAL plan, with findings documented and actioned.

9.4. Reporting (Narrative & Financial)

- I. A Reporting Calendar is maintained for every active grant, tracking interim and final narrative and financial report due dates.
- II. Program teams draft narrative reports using verified MEAL data; Finance prepares financial reports reconciled to the general ledger.
- III. All reports undergo technical, financial, and compliance review before submission, using the Report Quality Checklist.
- IV. Reports are submitted by the authorized signatory on or before the donor deadline; submission proof is filed in the grant file.

9.5. Closeout Phase

- I. **Closeout Planning:** A closeout plan is developed at least 60 days before the grant end date, covering reporting, assets, and sub-grantee closeout.
- II. **Final Reporting:** Final narrative and financial reports are prepared, reviewed, and submitted per donor requirements.
- III. **Financial Reconciliation & Audit:** Finance reconciles all grant expenditures; any donor-required final audit is scheduled and completed.



- IV. **Asset Disposition:** Grant-funded assets are inventoried and disposed of per donor asset disposition instructions and HEADS' Asset Management Policy.
- V. **Sub-Grantee Closeout:** Sub-grant agreements are formally closed, with final reports, asset lists, and releases obtained from partners.
- VI. **Lessons Learned:** A closeout/after-action review is conducted and documented for organizational learning.
- VII. **Archiving:** The complete grant file is archived per the retention schedule in Section 10.

10. Records Management & Document Retention

Every grant shall have a complete file (physical and/or digital in the GMS) containing, at minimum:

- Approved proposal, budget, and log-frame
- Signed grant/sub-grant agreement and all amendments
- Donor Compliance Matrix and Risk Register
- Procurement records and partner due diligence documentation
- All narrative and financial reports submitted to the donor
- Monitoring visit reports and closeout documentation

Grant records shall be retained for a minimum of seven (7) years after grant closeout, or longer if required by the donor agreement or national law, whichever is longer.

11. Fraud Prevention, Anti-Terrorism & Conflict of Interest

- HEADS maintains a zero-tolerance policy toward fraud, bribery, corruption, and diversion of grant funds.
- All staff, partners, and vendors are screened against applicable donor and international anti-terrorism watch lists before contracting.
- Staff must declare actual or potential conflicts of interest before participating in procurement, partner selection, or recruitment decisions.
- Suspected fraud or misconduct must be reported immediately through HEADS' Whistleblowing/FCRM channel for investigation.
- Confirmed cases of fraud are reported to the relevant donor per contractual notification requirements and to law enforcement where applicable.

12. Risk Management

Risks are identified, rated, and mitigated at both grant and portfolio level using the following categories:



Risk Category	Example Risks	Key Mitigations
Reputational	Safeguarding incidents, non-compliance findings	PSEA policy, FCRM, transparent reporting

13. Non-Compliance & Corrective Action

Failure to follow this SOP may result in corrective action up to and including disciplinary measures, in line with HEADS' HR policies. Repeated or serious non-compliance identified through internal audit or donor review shall trigger a documented corrective action plan, with follow-up verification by the Grants & Compliance Unit.

14. Annexes (Templates & Checklists)

- Annex A: Grant Opportunity Tracker
- Annex B: Go/No-Go Decision Checklist
- Annex C: Proposal Quality Checklist
- Annex D: Donor Compliance Matrix Template
- Annex E: Budget vs. Actual (BvA) Reporting Template
- Annex F: Grant Closeout Checklist
- Annex G: Report Quality Checklist





Annex B: Go/No-Go Decision Checklist

Purpose:

This checklist provides a structured decision-making tool to determine whether Health Education and Development Society (HEADS) should proceed with the development and submission of a funding proposal. The checklist helps ensure that resources are invested only in opportunities that align with the organization's strategic priorities, capacity, and compliance requirements. Each criterion carries **5 points**, resulting in a maximum score of **100 points**.

Go/No-Go Decision Checklist

S. No.	Assessment Criteria	Yes	No	Remarks
1	Strategic Alignment			
1.1	The opportunity aligns with HEADS' Strategic Plan and organizational mandate.	☐	☐	
1.2	The proposed intervention falls within HEADS' technical expertise and sectoral experience.	☐	☐	
1.3	The target geographic area is within HEADS' operational presence or expansion strategy.	☐	☐	
2	Eligibility & Compliance			
2.1	HEADS meets all eligibility requirements specified by the donor.	☐	☐	
2.2	There are no legal, regulatory, or compliance restrictions affecting eligibility.	☐	☐	
2.3	Required registrations, certifications, and policies are available and up to date.	☐	☐	
3.	Organizational Capacity			
3.1	HEADS has adequate technical expertise to deliver the proposed activities.	☐	☐	
3.2	Sufficient management, finance, procurement, HR, and MEAL capacity is available.	☐	☐	
3.3	Required staffing can be mobilized within the proposed timeframe.	☐	☐	
4	Financial Considerations			
4.1	The funding amount justifies the effort required for proposal development and implementation.	☐	☐	
4.2	Budget restrictions are acceptable and manageable.	☐	☐	
4.3	Any required cost-share or co-financing can be met.	☐	☐	

5	Partnership Considerations			
5.1	Suitable consortium or implementation partners are available, if required.	☐	☐	
5.2	Partnership roles and responsibilities are clear and acceptable.	☐	☐	
6	Proposal Readiness			
6.1	Adequate time is available to prepare a high-quality proposal.	☐	☐	
6.2	Required technical inputs and supporting documents can be obtained before the deadline.	☐	☐	
6.3	Risks associated with implementation are manageable.	☐	☐	
7	Donor & Opportunity Assessment			
7.1	The donor's priorities align with the proposed intervention.	☐	☐	
7.2	The probability of success is considered reasonable.	☐	☐	
7.3	The opportunity offers strategic value beyond the funding (e.g., partnership, visibility, long-term engagement).	☐	☐	

Decision Summary

Assessment	Details
Total Score	_____ / 100
Recommendation	☐ GO ☐ GO with Conditions ☐ NO-GO
Key Strengths	
Key Risks / Gaps	
Mitigation Measures	

Approval

Position	Name	Signature	Date
Opportunity Lead			
Head of Programme / Business Development			
Chief Executive Officer (CEO)			

Decision Guidance

Score	Recommendation
85 -100	GO - Proceed with proposal development.
70 - 84	GO with Conditions - Address identified gaps before proceeding.
Below 70	NO-GO - Do not invest resources unless significant issues are resolved.

Note: The final decision should consider both the checklist score and strategic judgment by the Senior Management Team (SMT), particularly for high-value or strategically important funding opportunities.




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Annex C: Proposal Quality Checklist

Purpose: This checklist is designed to ensure that all funding proposals submitted by **Health Education and Development Society (HEADS)** meet donor requirements, organizational standards, and quality expectations before submission.

Proposal Quality Checklist

S. No.	Quality Assessment Criteria	Yes	No	Score	Remarks
1	A. Compliance & Eligibility				
1.1	The proposal fully complies with the donor's guidelines and submission requirements.	☐	☐		
1.2	All eligibility requirements have been met and verified.	☐	☐		
1.3	All required templates, forms, and annexes have been completed.	☐	☐		
1.4	The proposal is complete and submitted in the required format.	☐	☐		
2	B. Technical Quality				
2.1	The problem statement is evidence-based and clearly articulated.	☐	☐		
2.3	Project objectives are SMART (Specific, Measurable, Achievable, Relevant, and Time-bound).	☐	☐		
2.4	Activities are logical, feasible, and aligned with the objectives and expected results.	☐	☐		
2.5	Risks, assumptions, sustainability, and cross-cutting issues (e.g.,	☐	☐		



	gender, inclusion, environment) have been adequately addressed.				
3	Budget & Financial Quality				
3.1	The budget is complete, accurate, and aligned with the technical proposal.	☐	☐		
3.2	Budget calculations have been verified and comply with donor cost guidelines.	☐	☐		
3.3	Budget narrative/justification clearly explains all major cost items.	☐	☐		
3.4	Cost-effectiveness and value for money have been demonstrated.	☐	☐		
4	Organizational & Operational Quality				
4.1	Organizational capacity and relevant experience are clearly presented.	☐	☐		
4.2	Roles, responsibilities, staffing, and implementation arrangements are clearly defined.	☐	☐		
4.3	Monitoring, Evaluation, Accountability, and Learning (MEAL) arrangements are adequately described.	☐	☐		
4.4	Required organizational documents, registrations, and supporting attachments are included.	☐	☐		
5	Final Review & Submission				
5.1	The proposal has undergone technical and management review.	☐	☐		



5.2	The proposal is free from grammatical, formatting, and typographical errors.	☐	☐		
5.3	All required approvals have been obtained before submission.	☐	☐		
5.4	The proposal is ready for submission before the deadline.	☐	☐		

Total Score: _____ / 100

Decision Summary

Assessment	Details
Total Score	_____ / 100
Proposal Quality Rating	☐ Excellent ☐ Good ☐ Fair ☐ Needs Improvement
Recommendation	☐ Submit ☐ Revise Before Submission
Key Strengths	
Areas for Improvement	

Review & Approval

Position	Name	Signature	Date
Proposal Lead			
Technical Reviewer			
Finance Reviewer			
Chief Executive Officer (CEO) / Authorized Approver			



Quality Rating

Score	Rating	Recommendation
90–100	Excellent	Ready for submission.
80–89	Good	Submit after minor revisions.
70–79	Fair	Revise before submission.
Below 70	Needs Improvement	Major revisions required before submission.

Note: Each assessment criterion carries **5 points**. A response of **"Yes"** scores **5 points**, while a response of **"No"** scores **0 points**, resulting in a maximum possible score of **100 points**. This checklist should be completed before the proposal is submitted to ensure compliance, quality, and competitiveness.





Annex D: Donor Compliance Matrix Template

Purpose:

The **Donor Compliance Matrix** is a quality assurance and proposal management tool used to track, verify, and document compliance with all donor requirements during proposal development. It ensures that every mandatory requirement is addressed before submission, reducing the risk of proposal rejection due to non-compliance.

Donor Compliance Matrix

S. No.	Donor Requirement	Requirement Details	Proposal Section / Annex	Responsible Person	Compliance Status	Evidence / Remarks
1	Eligibility Requirements	Organization meets all eligibility criteria.			☐ Compliant ☐ Partial ☐ Not Compliant	
2	Proposal Template	Official donor template used without modification.			☐ Compliant ☐ Partial ☐ Not Compliant	
3	Technical Proposal	All required sections completed.			☐ Compliant ☐ Partial ☐ Not Compliant	
4	Budget Format	Budget prepared using donor format.			☐ Compliant ☐ Partial ☐ Not Compliant	
5	Budget Narrative	Detailed budget justification attached.			☐ Compliant ☐ Partial ☐ Not Compliant	
6	Logical Framework / Results Framework	Included and aligned with project objectives.			☐ Compliant ☐ Partial ☐ Not Compliant	
7	Implementation Plan / Work Plan	Activity schedule provided.			☐ Compliant ☐ Partial ☐ Not Compliant	
8	Risk Management Plan	Risks and mitigation			☐ Compliant ☐ Partial ☐ Not Compliant	



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		measures addressed.				
9	Monitoring, Evaluation, Accountability and Learning (MEAL) Plan	MEAL framework included.			☐ Compliant ☐ Partial ☐ Not Compliant	
10	Organizational Documents	Registration certificates, tax exemption, and legal documents attached.			☐ Compliant ☐ Partial ☐ Not Compliant	
11	Financial Statements / Audit Reports	Latest audited financial statements attached.			☐ Compliant ☐ Partial ☐ Not Compliant	
12	Organizational Policies	Required organizational policies attached, if applicable.			☐ Compliant ☐ Partial ☐ Not Compliant	
13	CVs / Key Personnel	Required CVs included.			☐ Compliant ☐ Partial ☐ Not Compliant	
14	Letters of Commitment / Partnership	Required partnership documents attached.			☐ Compliant ☐ Partial ☐ Not Compliant	
15	Submission Requirements	Proposal file naming, format, and submission method verified.			☐ Compliant ☐ Partial ☐ Not Compliant	
16	Submission Deadline	Proposal scheduled for submission before deadline.			☐ Compliant ☐ Partial ☐ Not Compliant	



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Compliance Summary

Status	Number	Remarks
Total Requirements		
Fully Compliant		
Partially Compliant		
Not Compliant		

Non-Compliance Action Plan

Requirement Issue Identified Corrective Action Responsible Person Deadline Status

Final Compliance Certification

Position	Name	Signature	Date
Proposal Lead			
Technical Reviewer			
Finance Reviewer			
Compliance / Quality Assurance Reviewer			
Chief Executive Officer (CEO) / Authorized Signatory			

Note: This matrix should be completed during proposal development and finalized before submission. All **mandatory donor requirements** should be marked as **Compliant** prior to submission. Any **Partial** or **Not Compliant** items should be resolved, documented, and approved by the Proposal Lead and the CEO before the proposal is submitted.



 Page 3 of 3

Annex H: Budget Vs Actual Reporting Template (BVA)
PO Name: Health Education and Development Society (HEADS)

Donor Name:

[illegible]

Total Budget	-
Budget Consumed	-
Percentage of Funds received	0%

Total Budget	-
Budget Consumed	-
Percentage of overall budget consumed	0%





Health Education and Development Society (HEADS)

Grant Closeout Checklist

Version: 1.0

Grant Title: _____

Donor: _____

Grant Number: _____

Project Duration: _____

Project Manager: _____

Closeout Due Date: _____

Purpose

This checklist is designed to ensure that all technical, financial, contractual, administrative, procurement, HR, safeguarding, and compliance requirements are completed before the formal closure of a grant. It helps HEADS meet donor obligations, minimize residual risks, and retain institutional knowledge.

A. Project Completion

No.	Checklist Item	Yes	No	N/A	Remarks
A1	All project activities completed according to approved work plan	☐	☐	☐	
A2	All project outputs achieved	☐	☐	☐	
A3	Project indicators verified	☐	☐	☐	
A4	Final beneficiary verification completed	☐	☐	☐	
A5	Outstanding implementation issues resolved	☐	☐	☐	
A6	Lessons learned documented	☐	☐	☐	

B. Technical Reporting

No.	Checklist Item	Yes	No	N/A
-----	----------------	-----	----	-----



[Signature] Page 1 of 6

B1	Final narrative report prepared	☐	☐	☐
B2	Results framework updated	☐	☐	☐
B3	Success stories documented	☐	☐	☐
B4	Photographs and communication materials archived	☐	☐	☐
B5	Final report approved internally	☐	☐	☐
B6	Final report submitted to donor	☐	☐	☐

C. Financial Closeout

No.	Checklist Item	Yes	No	N/A
C1	All expenditures recorded	☐	☐	☐
C2	Bank reconciliation completed	☐	☐	☐
C3	Financial report prepared	☐	☐	☐
C4	Supporting documents complete	☐	☐	☐
C5	Advances settled	☐	☐	☐
C6	Outstanding liabilities cleared	☐	☐	☐
C7	Final donor financial report submitted	☐	☐	☐
C8	Unspent balance refunded (if applicable)	☐	☐	☐
C9	Project account closed (if required)	☐	☐	☐

D. Procurement & Assets

No.	Checklist Item	Yes	No	N/A
D1	All procurement completed	☐	☐	☐
D2	Purchase orders closed	☐	☐	☐
D3	Vendor payments completed	☐	☐	☐
D4	Asset register updated	☐	☐	☐
D5	Asset disposal/transfer completed	☐	☐	☐
D6	Donor approval obtained for asset transfer (if required)	☐	☐	☐



E. Human Resources

No.	Checklist Item	Yes	No	N/A
E1	Staff contracts completed	☐	☐	☐
E2	Exit clearance completed	☐	☐	☐
E3	Final payroll processed	☐	☐	☐
E4	Leave balances settled	☐	☐	☐
E5	Organizational property returned	☐	☐	☐
E6	Staff exit interviews conducted	☐	☐	☐

F. Monitoring, Evaluation & Learning (MEAL)

No.	Checklist Item	Yes	No	N/A
F1	Final monitoring completed	☐	☐	☐
F2	End-line assessment completed	☐	☐	☐
F3	Data quality verification completed	☐	☐	☐
F4	Database finalized and archived	☐	☐	☐
F5	Lessons learned workshop conducted	☐	☐	☐

G. Compliance & Safeguarding

No.	Checklist Item	Yes	No	N/A
G1	Donor compliance review completed	☐	☐	☐
G2	Audit observations resolved	☐	☐	☐
G3	Safeguarding/PSEA cases closed or referred	☐	☐	☐
G4	Fraud investigations completed (if applicable)	☐	☐	☐
G5	Legal obligations fulfilled	☐	☐	☐

H. Documentation & Records

No.	Checklist Item	Yes	No	N/A
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H1	Grant agreement archived	☐	☐	☐
H2	Amendments archived	☐	☐	☐
H3	Financial records filed	☐	☐	☐
H4	Procurement files complete	☐	☐	☐
H5	HR files complete	☐	☐	☐
H6	Reports archived	☐	☐	☐
H7	Electronic files backed up	☐	☐	☐

I. Communication & Donor Relations

No.	Checklist Item	Yes	No	N/A
I1	Final donor meeting held	☐	☐	☐
I2	Beneficiary closeout communication completed	☐	☐	☐
I3	Partner organizations informed	☐	☐	☐
I4	Public communication approved	☐	☐	☐

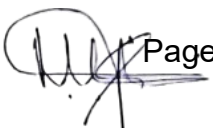
J. Organizational Learning

No.	Checklist Item	Yes	No	N/A
J1	Best practices documented	☐	☐	☐
J2	Challenges documented	☐	☐	☐
J3	Recommendations for future projects prepared	☐	☐	☐
J4	Closeout report shared with Senior Management	☐	☐	☐

Final Closeout Approval

Function	Name	Signature	Date
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Project Manager			
Manager Operations			
Head of Finance			
Head of HR & Administration			
Head of Programme / COO			
Chief Executive Officer			

Grant Closeout Certification

We certify that all contractual, financial, technical, procurement, human resources, safeguarding, compliance, and reporting obligations under this grant have been completed in accordance with the Grant Agreement, donor requirements, and HEADS policies. All project records have been archived, outstanding matters have been resolved or documented, and the grant is recommended for formal closure.

Document Retention

Record Type	Minimum Retention Period
Grant Agreements	7 Years
Financial Records	7 Years
Procurement Files	7 Years
HR Records	7 Years
Monitoring & Evaluation Data	7 Years
Audit Reports	7 Years
Asset Records	Life of Asset + 7 Years
Safeguarding Records	As per HEADS Safeguarding Policy and applicable legal requirements



This checklist is aligned with good grant management practices and can be used across HEADS projects funded by Gavi, UNICEF, UNESCO, UN agencies, FCDO, USAID, ECHO, IRC, and other institutional donors.





Health Education and Development Society (HEADS)

Report Quality Checklist

Version: 1.0

Report Title: _____

Project: _____

Donor: _____

Reporting Period: _____

Prepared by: _____

Reviewed by: _____

Approved by: _____

Purpose

The Report Quality Checklist is designed to ensure that all technical, financial, monitoring, and compliance reports prepared by HEADS meet organizational quality standards and donor requirements before submission.

Overall Quality Rating

Rating	Description
Excellent	Fully compliant; no revisions required
Good	Minor revisions required
Fair	Moderate revisions required
Poor	Significant revisions required; not ready for submission



A. General Information

No.	Checklist Item	Yes	No	N/A	Remarks
A1	Correct report template used	☐	☐	☐	
A2	Report title and reporting period clearly stated	☐	☐	☐	
A3	Project name and donor correctly identified	☐	☐	☐	
A4	Report prepared within submission deadline	☐	☐	☐	
A5	Version number and date included	☐	☐	☐	

B. Completeness

No.	Checklist Item	Yes	No	N/A
B1	All required sections completed	☐	☐	☐
B2	Executive Summary included (if required)	☐	☐	☐
B3	Activities fully reported	☐	☐	☐
B4	Outputs and outcomes reported	☐	☐	☐
B5	Challenges and mitigation measures described	☐	☐	☐
B6	Lessons learned documented	☐	☐	☐
B7	Next reporting period plan included	☐	☐	☐

C. Technical Quality

No.	Checklist Item	Yes	No	N/A
C1	Information is accurate and evidence-based	☐	☐	☐
C2	Data matches approved work plan	☐	☐	☐
C3	Activities align with approved project objectives	☐	☐	☐
C4	Results align with logical framework/results framework	☐	☐	☐
C5	Narrative is clear, concise, and professional	☐	☐	☐
C6	No unsupported claims or assumptions	☐	☐	☐

D. Data Quality



No.	Checklist Item	Yes	No	N/A
D1	Beneficiary numbers verified	☐	☐	☐
D2	Indicator values accurate	☐	☐	☐
D3	Data consistent across all sections	☐	☐	☐
D4	Calculations checked	☐	☐	☐
D5	Sex-, age-, and disability-disaggregated data included (where required)	☐	☐	☐
D6	Data source referenced	☐	☐	☐

E. Financial Consistency

No.	Checklist Item	Yes	No	N/A
E1	Activities correspond with expenditures	☐	☐	☐
E2	Budget utilization explained	☐	☐	☐
E3	Variances justified	☐	☐	☐
E4	Financial figures reconcile with finance records	☐	☐	☐

F. Compliance

No.	Checklist Item	Yes	No	N/A
F1	Report complies with donor reporting guidelines	☐	☐	☐
F2	Donor branding requirements followed	☐	☐	☐
F3	Confidential information appropriately handled	☐	☐	☐
F4	Safeguarding and PSEA issues reported (if applicable)	☐	☐	☐
F5	Environmental and social commitments addressed (if required)	☐	☐	☐

G. Evidence & Supporting Documents

No.	Checklist Item	Yes	No	N/A
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G1	Attendance sheets available	☐	☐	☐
G2	Photographs properly captioned	☐	☐	☐
G3	Case studies/success stories included (if required)	☐	☐	☐
G4	Monitoring reports attached (where required)	☐	☐	☐
G5	Annexes complete and referenced	☐	☐	☐

H. Writing & Presentation

No.	Checklist Item	Yes	No	N/A
H1	Grammar and spelling checked	☐	☐	☐
H2	Professional tone maintained	☐	☐	☐
H3	Consistent terminology used	☐	☐	☐
H4	Tables and figures numbered and titled	☐	☐	☐
H5	Acronyms defined on first use	☐	☐	☐
H6	Formatting consistent throughout	☐	☐	☐
H7	Page numbers included	☐	☐	☐

I. Internal Review & Approval

Review Stage	Name	Signature	Date
Prepared by			
Programme Manager			
MEAL Manager			
Head of Finance (if financial report)			
Head of Programme / COO			
CEO (if required)			

J. Final Submission Checklist

No.	Item	☐
J1	Final review completed	☐



[Handwritten Signature]
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J2	All comments addressed	☐
J3	Final approval obtained	☐
J4	Report converted to required format (PDF/Word/Excel)	☐
J5	Attachments included	☐
J6	Correct recipient(s) identified	☐
J7	Submitted within donor deadline	☐
J8	Submission confirmation archived	☐

Quality Assessment Summary

Criteria	Score
Completeness	____ /10
Technical Quality	____ /20
Data Accuracy	____ /20
Compliance	____ /15
Financial Consistency	____ /10
Writing & Presentation	____ /15
Supporting Evidence	____ /10
Total Score	____ /100

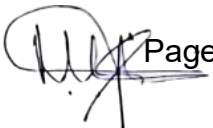
Performance Rating

Score	Rating	Decision
90–100	Excellent	Approve for submission
80–89	Good	Minor revisions before submission
70–79	Satisfactory	Moderate revisions required
Below 70	Unsatisfactory	Major revisions required; do not submit

Reviewer Comments

Strengths:



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Areas for Improvement:

Recommended Actions:



BOD Meeting Minutes

Date: January 06, 2025

Participated by:

Raza Ullah Jan	Executive Director
Uzma Amin	Chairperson Board
Samina Khanam	Board Member
Nawaz Ali Shah	Board Member
Amabareen Banori	Board Member
Muhammad Jidran	Board Member
Abid Ali	Board Member
Tahira Nasreen	Board Member
Sayed Ali Shah	Director Program
Asif Ali	Director Finance
Ramsha Khan	HR Officer

Agenda Items:

- Change in Leadership position
- Formation of the Annual Report, Annual Budget, and Strategic Plan.
- Completion of the NDRMF Capacity Improvement Action Plan.
- Processing for Charity Commission in Balochistan and Khyber Pakhtunkhwa.
- Revision of HEADS policies.
- Renewal of Society Act Registration for 2025.

Proceedings & Outcomes:

The meeting commenced with the recitation of the Holy Quran, followed by a formal welcome note delivered by the Chairperson, Ms. Uzma Amin, and the Executive Director, Mr. Raza Ullah Jan. The discussions focused on the agenda items and organizational improvements.

- The Board decided to shift Mr. Raza Ullah Jan from the position of Chairperson of the Board of Directors (BOD) to Executive Director of HEADS, following the resignation of Ms. Samina Khanam from the role of Executive Director. Ms. Khanam has now joined the Board as a Board Member. Additionally, Dr. Uzma Amin has been appointed as Chairperson of the Board, effective immediately.
- The Board emphasized the importance of preparing Annual Report/ Annual Budget and Strategic Plan to assess the organization's current standing and plan strategically for the upcoming year.
- As HEADS has been conditionally accredited by the National Disaster Risk Management Fund (NDRMF) for six months, the Board reviewed the shared Capacity Improvement Action Plan. It was decided to prioritize its completion within the stipulated timeframe, recognizing this as a crucial opportunity for the organization.

- The Board agreed to initiate the process for Charity Commission registration in Balochistan. Police verification for the Charity Commission in Khyber Pakhtunkhwa will be expedited to obtain the certification promptly.
- A comprehensive review of organizational policies was conducted. The Board proposed and approved necessary amendments to align with current needs and best practices.
- It was noted that the Society Act Registration expired in December 2024. The Board resolved to apply for its renewal for 2025 without delay.

The meeting concluded with a thorough review of the agenda items, ensuring they aligned with the organization's strategic objectives. The Board expressed optimism about the successful execution of the discussed initiatives. The Chairperson concluded the meeting with a vote of thanks.

Signed on this Monday January 06, 2025 by authorized signatory.



Dr. Uzma Amin
Chairperson Board



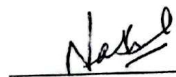
Mr. Raza Ullah Jan
Executive Director



Ms. Samina Khanam
BOG Member



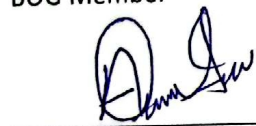
Mr. Muhammad Jidran
BOG Member



Mr. Nawaz Ali Shah
BOG Member



Miss Ambareen Banori
BOG Member



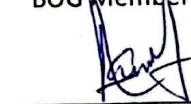
Mr. Abid Ali
BOG Member



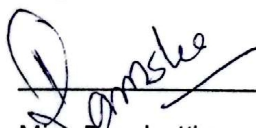
Miss. Tahira Nasreen
BOG Member



Mr. Sayed Ali Shah
Program Director HEADS



Mr. Asif Ali
Director Operations HEADS



Miss. Ramsha Khan
HR Officer



Policy Review & Update Record

A Board meeting was held on January 6, 2025, with the key agenda of reviewing and updating all organizational policies of HEADS. The Board advised the management to undertake a comprehensive policy review to ensure relevance, compliance, and alignment with organizational goals and evolving operational needs.

In line with this directive, all organizational policies were reviewed and amended on January 31, 2025, under the leadership of the Executive Director and with the involvement of the Finance & Audit Committee and relevant departments.

The review process included:

- A thorough evaluation of existing policies.
- Revisions based on internal assessments, audit findings, regulatory requirements, and best practices.
- Incorporation of feedback from staff and stakeholders.
- Updates to enhance clarity, accountability, and operational effectiveness.

Means of Verification:

Revised policy documents, review reports, and documented feedback and approval records.



(H E A D S)

Raza Ullah Jan
Executive Director