ROBERT CARR FUND

For civil society networks

WITH COMMUNITIES IN THE LEAD

REQUEST FOR PROPOSALS 2024

TABLE OF
CONTENT

1. INTRODUCTION

The Robert Carr Fund for civil society networks is pleased to announce an open Request for Proposals (RFP) 2024 for the funding period 2025–2027.

Through this RFP, the Robert Carr Fund invites global and regional civil society networks and consortia of networks led by, and/or serving inadequately served populations to apply for a grant to support their core funding and activity needs for a three-year period (2025-2027).

2. ELIGIBILITY

To be eligible for the 2025–2027 grant, applicants must:

- Address the health, social inclusion, and wellbeing of inadequately served populations (ISP) in the context of HIV (please refer to ISP definition in section 10);

- Be led by a regional[1] or global[2] civil society network[3], or on behalf of a consortium[4] of net-works, as defined by the RCF.

Note that RCF prioritizes funding ISP-led applicants. It also recognizes that that in some contexts some ISP groups experience greater challenges to ISP leadership, such as prisoners, migrants and children. In these cases, non-ISP led networks are also eligible but must demonstrate meaningful engagement of ISPs in line with their work.

The application must intend to improve network strength and influence.

Only proposals submitted with a work plan and budget in the **RCF Budget Form Template** will be eligible. This template is available on the Robert Carr Fund website, **Request for Proposals** at launch, and to download within the online application when opened via the **Aidsfonds** grant plat-form.

The following entities **are not eligible for funding** under this RFP:

- Non-governmental organizations that are not global or regional networks

- National networks (networks, working and having members in one country)

- Collaborations between national networks or organizations (for example national network "A" from country "A" collaborating with national network "B" from country "B")

- Governmental or inter-governmental organizations, agencies or units

- Aggregates of projects, individuals or professional associations

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[1] In order for a grantee to claim geographical presence or coverage in a region, it must: (1) conduct activities directed at a regional body e.g. African Union or European Union etc. or a regional process (e.g. Global Fund multi-country dialogue or a regional consultation or a campaign targeting at least 3 countries in that region etc.); AND/OR (2) conduct a sequence of activities over the course of one year in at least 3 countries in the region; AND/OR (3) have active national network members operational in at least 3 countries in the region.

[2] In order for a grantee to claim global geographical coverage, it must: (1) conduct activities directed at a global body/institution e.g. the Global Fund Board/World Health Organization/UNAIDS PCB etc.) and/or global process (e.g. UNGASS on Drugs/High Level Meeting on AIDS etc.); and/or (2) conduct a sequence of activities over the course of one year in at least 3 regions.

[3] The Robert Carr Fund considers a network to be a membership of organizations and/or individuals that pool skills, experience, and resources, working towards com-mon goals. A network creates platforms for social action and is sustained through jointly developed governance structures, resources and regular communication.

[4] The Robert Carr Fund considers a consortium of networks to be a network-led group of networks, where other types of agencies or organizations with specific expertise may join (e.g. a human rights/legal organization). The consortium works together in a coordinated partnership towards a common set of inter-related goals and objectives.

3. APPLICATION SUBMISSION

Applications can only be submitted through the Aidsfonds grant platform: **Aidsfonds (grantplatform.com)**. (Aidsfonds are the Fund Management Agency for the Robert Carr Fund.) The RFP 2024 will be launched on **1 May 2024,** and the online application via the grant platform will go live on **3 June 2024 at 12:00 (noon) CET**. Submission of proposals through other communication platforms will not be considered. The deadline for applications is **22 July 2024** at **12:00 (noon) CET**.

Only one online application can be used per proposal. If you would like to work together on an application with more than one party, please share a login name and password. It is not possible to have multiple logins to access the same online application.

When an application is submitted, you will receive an automated e-mail response confirming receipt of your application. If you did not receive this e-mail, please check your junk mail or check in the Aidsfonds grant online platform that submission was successful. If not, please resubmit. If you continue to face technical problems, please contact **grants@robertcarrfund.org**.

For proposals to be considered for review:

- Applications have to fulfil the eligibility criteria for this Request for Proposal (see Section 2. Eligibility)

- Applications must be submitted in **English.**

- Applications must be accompanied by supporting documents as listed in the checklist (see Section 7. Supporting Documents Requirements), or information be provided as to why certain documents are not available.

- Where new and emerging networks are unable to demonstrate a track record, or to provide all required supporting documents to meet the criteria for applicants, they should provide an explanation in the relevant section on the online application portal.

- Applications received after the submission deadline will not be considered.

- Applicants planning to apply as a consortium are strongly encouraged to carefully review "Lessons Learnt from Consortia Building and Management".

Deadline for submission is 22 July 2024 at 12:00 (noon) CET.

4. FUNDING PRIORITIES FOR THE 2024 RFP

The Robert Carr Fund welcomes applications which focus on the following priorities:

a. Aligned with the Robert Carr Fund Theory of Change and strategy

The Robert Carr Fund will prioritize applications by global and/or regional networks and consortia of networks that are aligned with the Fund's Theory of Change[5] and Strategy. The RCF strategy has the following Result Areas:

Result Area 1: Network strength and influence:

- Networks have improved basic organizational status.

- Networks show increased fiscal capacity and sustainability.

- Networks are more representative of their constituencies and more democratically governed.

- Networks show increased influence and capacity to unite and mobilize movements.

Result Area 2: Human rights:

- Networks contribute to an improved human rights environment for at least one ISP.

Result Area 3: Access to services:

- Networks contribute to increased access to services and programs.

- Networks contribute to increased quality of services and programs.

Result Area 4: Resource accountability:

- Networks contribute to increased and sustainable financing of HIV response including ISP programs.

b. Addressing underfunded populations and/or regions

The Robert Carr Fund is open to any applicants that meet the eligibility criteria. However, the Fund particularly welcomes applications which seek to address ISP groups and/or regions which are underfunded in their portfolio, and where Inadequately Served Populations, across age and gender groups, face stigma and discrimination in health and social services, which has an impact on all aspects of their health and well–being.

These are:

- People in prison, migrants, trans and gender diverse, intersex or youth who are ISPs

- Networks and/or consortia from the **Middle East** and **North Africa**, **West Africa** or **Central Africa**

While seeking to address the above, the Fund will also consider additional factors in its efforts to achieve a balanced funding portfolio. These include the burden of HIV amongst different inadequately served populations and across different regions, the level of investment and funding gaps across different inadequately served populations and regions, as well as the relative population sizes in different regions.

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[5] *A Theory of Change* is a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. See the Robert Carr Fund strategy to read the full Theory of Change.

5. BUDGET CONSIDERATIONS

Applicants should submit a proposal covering a three–year period: 1 January 2025 to 31 December 2027.

Please treat your budget submission as "indicative" as revisions are likely at both the funding decision and the contracting phases.

The budget (in US Dollars) can include both core funding and activity funding for your network/consortium (Please refer to "Sheet 2. Costs Categories" within the Work Plan and Budget Form for a list of eligible costs)

At the time of the application a detailed work plan and budget is required for year 1 only. Though detailed work plan and budgets for years 2 and 3 are not required at the time of the application, you will need to estimate lump sum budgets for years 2 and 3 respectively.

Applicants should include enough budget for the following elements:

- Appropriate level of funding to ensure annual monitoring, evaluation for learning (MEL) processes of your network's and/or your consortium's progress and results.

- Appropriate level of funding to ensure proper financial management, accountability and risks management within your network and/or consortium.

- In case you are applying as a consortium, appropriate level of funding to manage your consortium.

- Provisionally, applicants should budget for a RCF 2025–2027 'kick off' meeting. This is likely to be held in Amsterdam and tentatively scheduled to take place in Q1 2025. Budget for travel, per diems, accommodation and all other incidental costs for a 3–day meeting in Amsterdam for a number of delegates representative across your network and/or consortium.

Floors, ceilings and funding conditions

Applicants may submit proposals for three years of funding (2025–2027). For the first year (2025), a work plan, budget and cash flow statement is required. This is to be submitted using the **RCF Work Plan and Budget Form** as available on the **RCF Website**.

- **Regional networks** which have been in existence for more than two years can apply for a three year grant at an annual minimum of $100,000 and an annual maximum of $350,000.

- **Global networks** which have been in existence for more than two years can apply for a three year grant at an annual minimum of $100,000 and an annual maximum of $700,000.

- **A consortium of networks** can apply for a three year grant at an annual minimum of $100,000 and an annual maximum of $1,000,000 per year.

- **Emerging regional and/or global networks** which have been in existence for less than two years can apply for a three year grant at an annual minimum of $50,000 and an annual maximum of $150,000.

Please note: most awarded grants do not give the full amount requested. Actual funding amounts are dependent on the availability of funds, and on the number of successful applications and therefore any amount awarded may be less than the applicant applied for. Applicants should take this adjustment of awarded amount into consideration when applying.

In some cases, funding will be granted conditionally with actions on organizational capacity to be adequately addressed in year one of funding, in order to secure funding for year two and three. Conditional grants and action plans are mutually developed between grantee and RCF Secretariat.

6. PARTICIPATION IN MULTIPLE APPLICATIONS

Each regional or global network or consortium may submit one proposal. No single network may lead more than one Robert Carr Fund–funded consortium.

Networks may apply as participants in **no more** than two consortia. If a global or regional network applies as part of two consortia, or as part of a consortium and on its own, the rationale for doing so must be clearly explained in both applications. For example, there may be drastically different sets of core needs or activities proposed under the two applications. Each applicant must demonstrate and guarantee that the same budget items are not applied for in separate applications.

7. SUPPORTING DOCUMENTATION REQUIREMENTS

Different types of applicants need to provide different supporting documents. There are three types of applicants. See below for the guidance:

1. **Registered organization,** and **not** in partnership with a fiscal host[6]

2. **Registered organization**, and in partnership with a fiscal host

3. **Non–registered organization**, and in partnership with a fiscal host

Registered Organization applicant and not in partnership with a fiscal host

Required documents of registered organization to be provided **at application** to support proposal:

a. Certificate of registration

b. Organizational By–laws / Constitution

c. Strategic Plan (including financial plan for the duration of the strategy)

d. Fundraising Strategy

e. Annual Organizational Report including Financial Report from the last 2 years

f. Signed Organizational Audited financial statement from the last 2 years, including audit protocol and Auditor's Management letter (if available)

g. Overview of funding received and managed from (international) donors of last 2 years of applicant

If applying as a consortium, required documents to be provided **at application** to support proposal:

h. Signed Memorandum of Understanding between lead and consortium partners

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[6] See here for explanation of the term fiscal host: https://thesocialchangeagency.org/blog/what–is–fiscal–hosting/

Requested documents of registered organization to be provided **at application** to support due diligence of proposals awarded grants:

    i.   Integrity Policy in addressing potential Corruption, Fraud and Mismanagement

    j.   Safeguarding and Anti-Discrimination and Harassment policies or equivalent

    k.   Financial Manual, including procurement policy

    l.   Human Resource Manual

    m.   Signed minutes of last board meeting

    n.   One-pager detailing:

- Governance structure;
- Board members and their qualifications;
- Organizational Chart.

An explanation can and should be provided for any **required** or **requested** documents that are not available at time of application.

Any clarifications on omissions or updates to documents may be requested of the applicant as part of the clarifications of the review process. Successful proposals awarded a grant may be requested for updates to documents or provide further documents to support contracting.

Registered and non-registered applicant in partnership with a Fiscal Host

Proposals from non-registered organizations who are not applying in partnership with a fiscal host will be considered. However, only registered entities can formally sign project agreements with Aidsfonds for grant implementation and as such non-registered organizations, if awarded a grant, will be requested to use the partnership of a fiscal host to do so.

Requested documents of (non-) registered organization to be provided (if available) **at application** to support proposal. The list of documents to be provided by the fiscal host is detailed below:

    a.   Certificate of registration

    b.   Organizational By-laws / Constitution

    c.   Strategic Plan (including financial plan for the duration of the strategy)

    d.   Fundraising Strategy

    e.   Annual Organizational Report including Financial Report from the last 2 year

    f.   Signed Organizational Audited financial statement from the last 2 years, including audit protocol and Auditor's Management letter

    g.   Overview of funding received and managed from (international) donors of last 2 years of applicant

If applying as a consortium, required documents to be provided **at application** to support proposal:

h.   Memorandum of Understanding between lead and consortium partners

Requested documents of (non–) registered organization to be provided (if available) **at application** to support due diligence of proposals awarded grants:

i.   Integrity Policy in addressing potential Corruption, Fraud and Mismanagement

j.   Safeguarding and Anti–Discrimination and Harassment policies or equivalent

k.   Financial Manual, including procurement policy

l.   Human Resources Manual

m.   Signed minutes of last board meeting

n.   One–pager detailing:

- Governance structure;

- Board members and their qualifications;

- Organizational Chart;

Required documents to be provided by **Fiscal Host** in addition to (non–) registered network's documents **at application** in support to due diligence of proposals awarded grants:

a.   Certificate of registration of fiscal host

b.   Organizational By–laws / Constitution of fiscal host

c.   Annual Organizational Report including Financial Report from the last 2 years of fiscal host

d.   Signed Organizational Audited financial statement from the last 2 years, including audit protocol of fiscal host

e.   Safeguarding and Anti–Discrimination and Harassment policies or equivalent

f.   Integrity Policy in addressing potential Corruption, Fraud and Mismanagement of fiscal host

g.   Memorandum of Understanding between applicant organization and fiscal host

h.   Overview of funding received and managed from (international) donors of last 2 years

An explanation should be provided for any **required** or **requested** documents that are not available at time of application.

Any clarifications on omissions or updates to documents may be requested of the applicant as part of the clarifications of the review process. Successful proposals awarded a grant may be requested for updates to documents or provide further documents to support contracting.

8. TIMELINE AND IMPORTANT DATES FOR RFP 2024

Request for Proposals 2024 – Timeline	
1 May 2024	**Publication of RFP**
May –June 2024	Global and regional webinars focusing on Request for Proposals 2024, including the opportunity for potential applicants to ask questions
May –June 2024	Publication of Q&As Received
3 June 2024	**Online application portal launched for proposal submission**
22 July 2024, 12:00 (noon) CET	**Deadline for proposal submission via online application portal**
Eligibility and Review Process	
July–August 2024	Administrative screening of applications received Non–eligible applicants informed
August–September–October 2024	Independent External Peer Review of eligible proposals Clarification phase: clarifying questions and ways to strengthen proposal shared with applicants and to be addressed in clarifications
August–September–October 2024	Program Advisory Panel (PAP) review
Funding advice	
November 2024	Funding advice to the International Steering Committee (ISC) by the PAP ISC meeting and funding decision
December 2024	**Funding decision communicated to applicants**
Contracting	
January — March 2025	Due diligence and contracting in line with the ISC funding decision of successful applicants When contracting is completed, the first tranche will be disbursed
1 January 2025	Contract and implementation start date
31 December 2027	Contract and implementation end date

9. PROCESS FOR APPLICATION REVIEW

a. Administrative screening

Each application will be checked for completeness and applicant eligibility. Applicants will be no–tified if their application cannot be reviewed because of incompleteness or applicant ineligibility. The RCF does accommodate clarification of minor errors or omissions during the clarifications phase of review.

b. Independent expert review

Eligible applications will be reviewed by a set of two or three independent expert reviewers. Inde–pendent expert reviewers will anonymously provide feedback and questions of clarification to the applicant to support the strengthening of the applicant's proposal.

Review criteria for proposals:

- To what extent is the applicant's current work aligned with the Robert Carr Fund strategy?

- How clearly does the applicant's understanding of the context align with Robert Carr Fund's mission?

- Is the applicant ISP–led, by the RCF definition? If not ISP–led, does the applicant justify this, and explain how they meaningfully engage ISPs in the proposed work?

- Does the application seek to address geographies and ISP populations that are underfunded in the RCF portfolio? (note that this is not essential)

- How well does the application articulate how it will achieve the result area 1: Network strength and influence as identified in the Fund's Theory of Change?

- How well does the application articulate how it will achieve the selected optional result areas as identified in the Fund's Theory of Change? (Please note, it is not necessary to pro–pose work under the 3 optional Result Areas, and applications will not be penalized if they propose work under only Result Area 1)

c. Clarifications by applicant

As in previous RFPs, in response to independent external reviews, eligible applicants will have the opportunity to provide further information in the form of clarifications to support and strengthen their proposal. This was previously called the 'rebuttal' process. Further information on omissions or updates to required documents may be requested as part of the clarifications form. Eligible appli–cants will receive further guidance in due course. The independent external reviews and the clari–fications form will be made available to the applicant no later than two weeks before the deadline of submission of the clarifications form.

d. Program Advisory Panel (PAP) review

PAP members will review each application, using the same review criteria as those used in the independent expert review (see above), and in addition:

- How well does the applicant articulate having adequate MEL for the project?

- What are the strengths and weaknesses of the network or consortium to implement the project?

During the PAP review meeting, both the independent expert reviews and clarifications responses, and the PAP members' reviews will be discussed for each application. Based on these discussions, PAP members will provide scores and comments about the strengths, experience, and capacity of the applicant network(s)/consortia and the strengths of the proposed work toward the intended outcomes and impact areas identified in the Theory of Change. They will document the funding advice and recommendations to pass to the International Steering Committee.

e. International Steering Committee (ISC) funding decision

The ISC consider the funding advice and recommendations of the PAP and make the final funding decision. Based on this decision, the Fund Management Agent (FMA) and the Secretariat will then be authorized to proceed with the grant award notifications, due diligence and contracting of successful applicants.

Funding decisions are expected to be made public by 1 December 2024 via www.robertcarrfund.org

10. DEFINITIONS OF KEY TERMS

Inadequately served populations (ISPs)

The Robert Carr Fund (RCF) defines the term "Inadequately Served Populations" as populations facing a higher vulnerability to HIV infection, mortality and/or morbidity compared to the general population, and, at the same time, facing systematic human rights violations and barriers to information and services. As people with direct experience of key health-related needs and barriers to health services, Inadequately Served Populations are central to efforts to improve human rights environments, improve HIV service accessibility, and improve efficiency and effectiveness of national and international funding for health and human rights.

Inadequately Served Populations include people living with HIV, gay, bisexual, and other men who have sex with men, people who use drugs, people in prison or other closed settings, sex workers and trans and gender diverse persons. Depending on the dynamic of the HIV epidemic and the legal status of these populations, Inadequately Served Populations may also include women and girls, youth, migrants, and people living in rural areas.

Inadequately Served Populations face stigma and discrimination, criminalization and violence, lack of access to healthcare services, poverty, and inadequate education on HIV prevention and treatment. Additionally, they may face legal and policy barriers that limit their access to HIV prevention, testing, and treatment services, such as laws criminalizing sex work or drug use.

Inadequately served population-led networks

ISP-led networks are defined as:

"…entities for which the majority of governance, leadership, staff, spokespeople, membership and volunteers, reflect and represent the experiences, perspectives, and voices of their constituencies, and who have transparent mechanisms of accountability to their constituencies. ISP-led networks are self-determining and autonomous."

The Robert Carr Fund prioritizes the funding of networks which are led by ISPs[7].

On occasion, networks which are not led by ISPs are also eligible. The Robert Carr Fund recognises that there are regions where the ability of other ISPs to meet, organise and register organizations may be constrained by legal, political or other barriers. Furthermore, non-ISP led networks are also eligible but must demonstrate meaningful engagement of ISPs in the work of the organization.

In addition, some ISPs encounter greater barriers than others to organizing, and to establishing and leading organizations and networks. Examples of these populations include prisoners, migrants and young people.

In contexts where there are barriers which prevent a network from being ISP-led, or where networks are not ISP-led, applicants are encouraged to explain how their approach to working with ISPs is rights-based, how they meaningfully include ISPs in governance and decision-making processes, and how they support the development of ISP leadership within their network and/or provide support for nascent autonomous ISP-led organisations or networks.

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[7] Robert Carr Fund's definition of ISP-leadership is guided by the work of the UNAIDS Multi-stakeholder Task Team on Community-Led AIDS Responses. See: https://www.unaids.org/sites/default/files/media_asset/community-led-aids-responses_en.pdf

As the Robert Carr Fund recognises the challenges which some ISP organizations and networks experience with becoming formally registered, the Fund will accept applications led by unregistered networks. However, applications led by unregistered organizations should be supported by a fiscal host, i.e. an organization which will enter into the project agreement with RCF and its **fiscal host** Aidsfonds, and bear ultimate responsibility for financial management and reporting to the Fund. Please note that a fiscal host is not considered to be the 'applicant' but is accountable under a project agreement if the applicant is successful in their proposal.

- **Networks**

    The Robert Carr Fund considers a network to be a membership of organizations and/or individuals that pool skills, experience, and resources, working towards common goals. A network creates platforms for social action and is sustained through jointly developed governance structures, resources and regular communication.

- **Consortia**

    The Robert Carr Fund considers a consortium of networks to be a network-led group of networks, where other types of agencies or organizations with specific expertise may join (e.g. a human rights/legal organization). The consortium works together in a coordinated partnership towards a common set of inter-related goals and objectives.

    A Consortium can be a Consortium with other partners – where other types of agencies or organizations with specific expertise may join (e.g. a human rights/legal organization). However, the Consortium must be led by a regional/global network as defined by the RCF and **the number of regional/global networks, as defined by the RCF, in a Consortium must be equal to or over 50% of Consortia membership** (e.g. in a Consortium with 2 members at least one member must meet the regional/global network definition as defined by RCF).

- **Global**

    In order for a grantee to claim global geographical coverage, it must: (1) conduct activities directed at a global body/institution (e.g. the Global Fund Board/World Health Organization/UNAIDS PCB etc.) and/or global process (e.g. UNGASS on Drugs/High Level Meeting on AIDS etc.); and/or (2) conduct a sequence of activities over the course of one year in at least 3 regions.

- **Regional**

    In order for a grantee to claim geographical presence or coverage in a region, it must: (1) conduct activities directed at a regional body (e.g. African Union or European Union etc. or a regional process (e.g. Global Fund multi-country dialogue or a regional consultation or a campaign targeting at least 3 countries in that region etc.); AND/OR (2) conduct a sequence of activities over the course of one year in at least 3 countries in the region; AND/OR (3) have an active national network members operational in at least 3 countries in the region.

11. STRATEGIC PRIORITIES 2025–2027

In 2024, the Robert Carr Fund published its Strategic Plan 2025–2030. The Strategic Plan builds on and amplifies the original mission and vision of the Fund and preserves the fundamentals of how the Fund operates. The Fund will continue its pooled funding approach and participatory grant–making functions, its commitment to financing regional and global networks, and the encouragement of grantee networks to work in consortia.

The Fund will remain focused on HIV and Sexual and Reproductive Health and Rights, while recognising that HIV exists as part of a wider range of health, social and political issues.

RCF will make sure that their funding reaches the people who are most affected by HIV, whether living with HIV, or at increased vulnerability to HIV infection due to systematic human rights violations, inequalities, including those based on gender, and barriers to information and services. Founding values of participation, empowerment and equity, transparency, and accountability remain the same.

The Fund prioritises ISP–led networks. Funding for networks which are not ISP–led is conditional on meaningful engagement with ISPs.

The Fund will monitor gaps in the response, and fund new networks where such gaps exist in their porfolio. Funding will prioritise work in the Global South[8], and on reaching those most inadequately served.

Mission

The Robert Carr Fund invests in global and regional civil society networks to sustain and expand the role of inadequately served populations in the HIV response; with a commitment to prioritize ISP–led networks for funding to uphold rights, remove barriers to accessing services, and to contribute to sustainable financial investment in communities and programming.

Through this, the Fund continues to commit to support **long–standing ISP–led networks** and provide **core funding** to these networks to realize their full potential.

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[8] This term describes low–income countries in Africa, Asia, South and Central America and the Caribbean.

12. THEORY OF CHANGE AND RESULTS FRAMEWORK

Our Theory of Change

The Robert Carr Fund operates under a Theory of Change for which the ultimate goal is improved health, inclusion and social wellbeing for inadequately served populations (ISPs). To reach this goal, the Robert Carr Fund provides core funding to strengthen the institutional and advocacy capacity of regional and global ISP and civil society networks and/or their consortia.

- The Robert Carr Fund believes that if these networks are stronger, people from inadequately served populations will have more influence over the human rights and HIV issues that affect them.

- Sustained influence from ISPs with regards to HIV and human rights issues at global, regional and national levels will result in a more enabling and rights–affirming social, policy and legal environment for ISPs, along with more accessible and appropriate quality HIV services and programs, and the corresponding available resources to create better conditions for ISPs with regards to HIV.

- If the human rights of ISPs are realized, and they have access to better HIV services, and there is appropriate resourcing to underpin the necessary services, it is believed that ISPs across the globe can have better health, social inclusion and wellbeing.

For more on the RCF Theory of Change, see Overview of the Monitoring and Evaluation for Learn–ing (MEL) Framework.

13. ROBERT CARR FUND GOVERNANCE

The Robert Carr Fund is governed by the following bodies:

- The **International Steering Committee** (ISC), which is the overall and final decision–making body.

- The **Program Advisory Panel** (PAP), which plays an advisory role to the ISC in funding pro–cesses and decisions.

The **Robert Carr Fund Secretariat** is responsible for the implementation of the work of the Fund and hosted by Aidsfonds (Fund Management Agent).

14. POLICIES

In accordance with the Governance Charter of the Robert Carr Fund, the International Steering Committee (ISC) oversees and Aidsfonds, as the Fund Management Agent (FMA), implements relevant policies of the Robert Carr Fund:

1. **Conflict of Interest Policy**

2. **Grant Application Regulations**

3. **Complaints Handling Procedure**

4. **Appeal procedure**

5. **Terms and Conditions Grants**

6. **Policy on integrity breaches: corruption including sexual harassment, fraud and mismanagement**

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Robert Carr Fund
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