

## CBM's Institutional Fundraising through Consortia setup

This document provides guidance on the CBM processes for applying and delivering institutional donor funded projects through consortia setups – either CBM as the lead of the consortia or member of the consortium from pre-proposal development stage to signing of contracts. This document covers the following topics:

- [Definition: What is a consortium or consortia?](#)
- [Reasons and purpose: Why should CBM form a consortia for institutional fundraising?](#)
- [Timing: When should CBM form a consortia for institutional fundraising?](#)
- [Common Terminologies from Donors and CBM - Who are the key stakeholders?](#)
- [Partnership Development, Assessment and Approval in the context of consortia](#)
- [Agreement and Contracts](#)
- [ProMIS and consortia projects](#)
- [Processes, roles and responsibilities in consortia setup: CBM as consortia lead or consortia sub](#)

### 1. Definition: What is a consortium or consortia?

A consortium, also known as consortia, is where two or more legally registered organisations formally agree to collaborate to develop a funding application and deliver a project that supports the attainment of a common organisational and project goal. A project developed and implemented (when successful) following a consortium approach is known as a Consortium Project. Two types of roles are common in a consortium: (1) consortium lead and (2) consortium sub/member. In exceptional cases, there may be multiple leads and multiple layers of subs. The responsibilities of the organisations vary according to their role in the consortium and are formalised in a teaming agreement. A Grant Management organisation, acting on behalf of the donor(s) and giving a grant to CBM, should not be considered a Consortium Lead for CBM but should be considered as contracting authority/Donor.

### 2. Reasons and purpose: Why should CBM form a consortium for institutional fundraising?

Recent trends show that institutional donors are more interested in funding a few large grant-contracts rather than many smaller grant-contracts. Such larger grant-contracts comprise of a comprehensive project that addresses several challenges (sectoral, thematic, cross-cutting). Sometimes, projects are multi-country or global in nature. Multiple organizations with complementary value additions form a consortium to respond to these donor trends and needs. Setting up a consortium for the development of funding opportunities from institutional donors is considered a very effective, efficient, and impactful development initiative. It's a strategic approach that leverages the strengths of multiple organizations to achieve common development goals. Some key reasons for forming a consortium are as follows:

- **Funding Scale:** A consortium can apply for a donor call with a much larger budget amount, which is typically harder for a single entity such as CBM to access/deliver due to a lack of track record, infrastructure and capacity, including the capacity of local partners.
- **Minimizing Competition:** Several organizations forming a consortium could help minimizing the level of competition and maximizing the chances of success.

- **Diverse Competencies:** A consortium brings together the diverse competencies of a group of organizations to better reach shared objectives. This diversity can enhance effectiveness in meeting donor requirements. This is particularly relevant for CBM, where it offers expertise in a niche area, and donor funding is targeting a comprehensive package.
- **Shared Risk and Resources:** By pooling resources and sharing risks, consortium members can undertake larger and more complex projects than they could individually. This also increases their chances of securing funding from institutional donors.
- **Stakeholder Engagement:** A consortium can engage a wider range of stakeholders through the network of each consortium member during project development and delivery. This engagement can lead to better alignment with local needs and increased support for the consortium's initiatives.
- **Strategic Value:** Institutional donors, like bilateral and multilateral donors, favor the strategic value of Civil Society Organizations (CSOs) as partners in development. CSOs, often part of a consortium, can have a reach & influence that government cannot, making them valuable partners for institutional donors.

### 3. Timing: When should CBM form a consortium for institutional fundraising?

The process could begin when CBM is approached by another organization to form a consortium. Alternatively, the process should start as soon as CBM becomes aware of an upcoming funding opportunity from an institutional donor that necessitates forming a consortium with suitable organizations due to the project's volume or scope. CBM should identify potential consortium partners and develop a strategy to approach them. The possibility of joining a winning consortium diminishes over time. The leadership of the consortium often depends on the donor's requirements, the organization's track record with the donor and its experience in leading similar contracts (in terms of size, scope, and theme). Ideally, CBM will form strategic partnerships with organizations that could extend beyond a single funding opportunity.

### 4. Common Terminologies from Donors and CBM - Who are the key stakeholders?

In the context of consortia projects, terms are understood as follows:

- **Donor:** Institutional donors - who provide grants to CBM directly or via other organisations such as consortia lead, grant manager, service contractors etc. Institutional Donor could be public (co-funding) or private (donation) donors. Public donors include bilateral donor such as BMZ, USAID and multilateral donor such as EU, UN agencies. Private donors include mostly foundations such as Bill and Melinda Gates Foundation, the END Fund, etc.
- **Prime Applicant (Consortia Lead):** The organisation who signs the contract with the donor and receives the fund from the donor and transfers to sub-awardee/consortia members for an agreed role.
- **Co-applicant or Sub-awardee or Implementing partner (consortia subs):** EU and other donors consider all formal grant applicants except the Prime Applicant as the Co-applicant. USAID uses the term "sub-awardee" for the same purpose. These organisations sign a teaming agreement or MOU with the Prime Applicant. In the context of CBM where CBM is the Consortia Lead/Prime Applicant, co-applicants/sub-awardees are seen as the Implementing Partners as they receive part of the grant from CBM to implement the project activities.
- **Grantee/Sub-grantee:** Some projects may have provision for specific downstream activities for local organisations who are considered as Sub-grantee (the term mostly used by USAID) or 3<sup>rd</sup> Party (term used by EU). USAID also uses the term "Grantee" if the programme has specific grant mechanism to implement as part of the project activity. Sub-grantee should be an NGO i.e. must at least have local registration, and tax exemption status.

- **Sub-Contractor:** “Service provider” - the organisation (generally, for-profit org.) that provides services such as consultancy, research, training or logistics and utilities based on an agreed price together with the value added tax (VAT). Social enterprise, government autonomous body, state owned enterprise, private sector and for-profit organisation, subject to approval by the donor, could be selected as a sub-contractor for specific service delivery. Sub-contractors are not part of the consortia, although they could be part of the proposal from the beginning. Organisation selected for “Technical Contributions” may also be contracted as a sub-contractor. Sub-contractor must submit an acceptable invoice including the applicable tax and VAT for the services delivered in agreed standard. For guidance on tax topics, [click here](#).

### 5. Partnership Development, Assessment and Approval in the context of consortia

To form a consortium, CBM must partner with other organisation(s). It is important to understand the added value of the partner (technical expertise, geographical coverage, track record with the donor), their role in the consortia (lead or sub) and their legal status from an early stage of a funding process. The “Good Practices in Consortia development” ([click here](#)) help understanding how other organisations develop and manage consortia processes.

It is important to assess (due diligence) the partner before formalising the partnership. In a consortium setup, it could require partnering with for-profit/private sector organisation that has a cutting-edge expertise in a particular field relevant for the project (donor’s Call). Depending on the partner’s role in the consortia and its legal status different due diligence processes would apply:

- Consortium lead: If the proposed consortia Lead is a Foundation affiliated with a commercial entity or it is a for-profit organisation, IMUG Risk Assessment will be conducted to ensure that reputational and other risks are considered. If the consortium is led by an INGO, no assessment is required.
- Consortium sub: For partnership with International NGOs, national NGOs, OPDs, and local not-for-profit organisations see the [QPRG for Partnership](#). If a for-profit organisation is considered as Consortium sub, a Due Diligence check needs to be conducted instead of the Partner Assessment. Due diligence and CBM Procurement Policy ([click here](#)) are applicable for sub-contractor engagement. For more information, see also [QPRG for Partnership](#).

CBM approvals for donor and partner partnerships must be secured in line with the [Authority Matrix](#) before submitting a full proposal to donor or consortia lead.

### 6. Agreement and Contracts

Table 1 below provides an overview of the agreement and contract templates available for consortia setup. The Non-disclosure Agreement (NDA) and the Teaming Agreement are needed before the proposal submission. If proposals are successful, a Legally Contracted Delegated Funding (LCDF) contract is signed with the Donor/Consortia Lead or with a Grant Manager. Institutional Donors Department (IDD) leads the coordination of CBM’s contract review and signing by the Donor and CBM. The project is then handed over to the Programme Manager (Project Delivery or Initiative). The Programme Manager ensures that a Standard Project Contract is signed with respective partner(s) and, if applicable, the Consortia Contract (only when CBM is consortia lead).

The [Authority Matrix](#) must be adhered to. For roles and responsibilities in coordinating contracts & agreements signing and review please see section 8 ([click here](#)).

Table 1: Consortia Contract Regime

Stage	Type of agreement/contract	Description
Before exchanging any confidential information related to the consortia, and project development	<b>NDA</b> (CBM as consortia lead)	<ul style="list-style-type: none"> <li>Non-disclosure clauses.</li> <li>Signed at early stages of discussions.</li> </ul>
Before proposal development	<b>Teaming Agreement</b> (CBM as consortia lead)	<ul style="list-style-type: none"> <li>Outline of basis for joint work in proposal development.</li> <li>Signed before proposal development is initiated.</li> <li>When possible, define roles &amp; responsibilities for project delivery</li> </ul>
After CBM signs the contract with the donor or consortia lead	<b>CBM Standard Project Contract</b> (CBM as consortia lead or as consortia member with implementing partners)	<ul style="list-style-type: none"> <li>Signed between CBM and individual consortia partner(s)</li> <li>Contract general conditions must not be changed</li> <li>Annexes reflecting specific requirements of donor contract to be added/changed (transfer donor requirements)</li> <li>Defines partner's roles &amp; responsibilities</li> </ul>
After CBM signs the contract with the donor	CBM Consortia Contract (CBM as consortia lead)	<ul style="list-style-type: none"> <li>Signed with all consortia partners</li> <li>Defines the consortia governance (SteerCo), non-disclosure and indirect costs (if applicable) clauses. <a href="#">Click here</a> for templates.</li> <li>Other clauses could be added on a case-by-case basis (for example, specific donor clauses not in the project standard contract)</li> </ul>

## 7. ProMIS Funding Page, Stakeholder Page

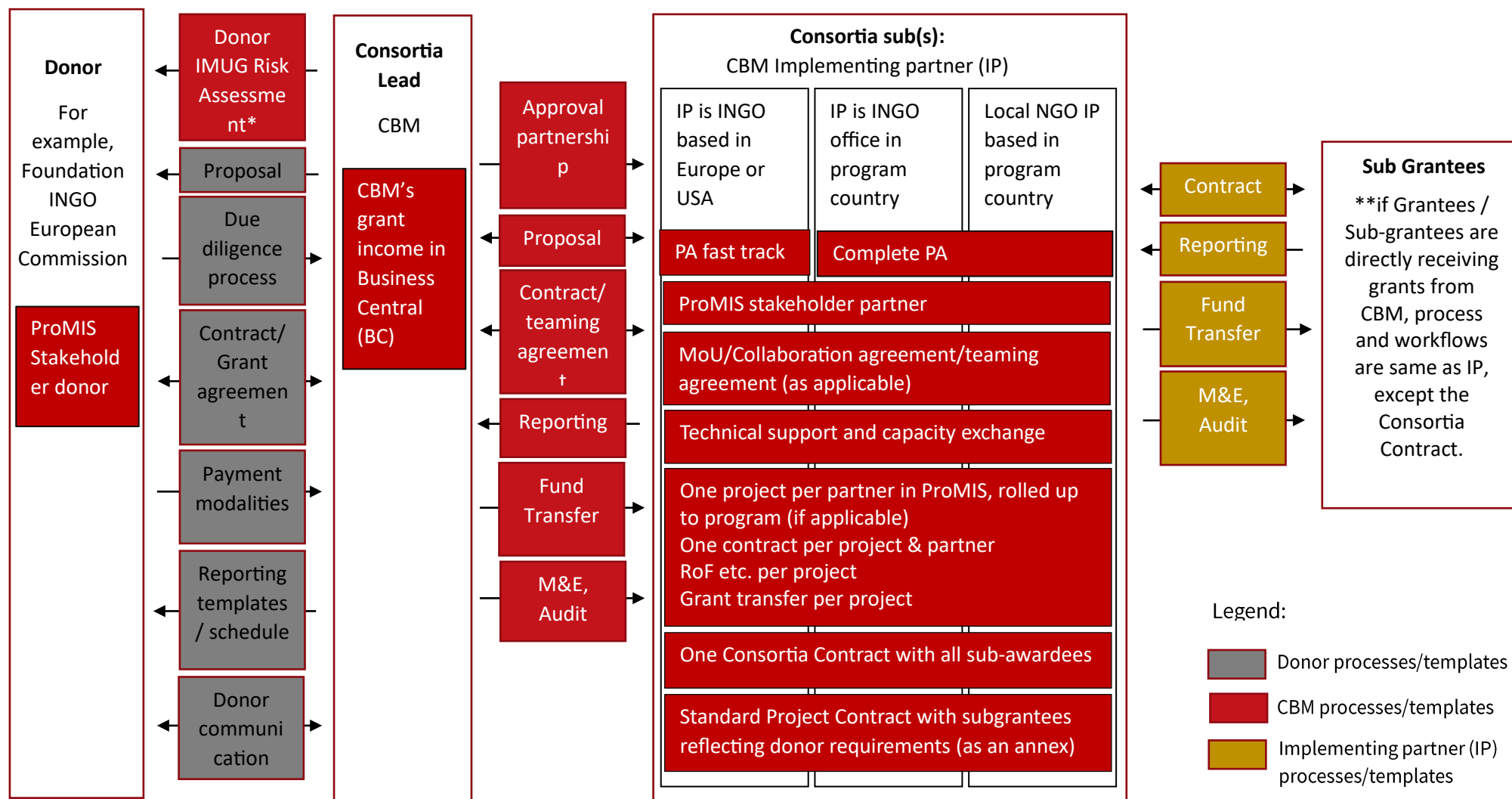
ProMIS entries for donors and partners are managed as per the existing guidelines. IDD is responsible for creating the ProMIS Donor entity within the Stakeholder page and Partner entities are created by RO/CO and Initiative. Any organisation, who is the source of funding (e.g., USAID) and from whom CBM will receive the grant (e.g., EDC), must be set up as a “Donor” entity within the Stakeholder page. Where applicable, all Donor or Partner entities (e.g., locally registered country offices) affiliated to a parent entity (Head office) must be linked through the parent entity field in the stakeholder pages.

A new field has been added to the Funding Page to select the “Consortia Lead/Contracting Entity”. A dropdown menu from the Donor entity will be shown in this field. Only one entity can be selected. This field is to present information where Donor (source of funding) and the Contracting entity for CBM are different.

## 8. Processes, roles and responsibilities in consortia setup

The process is led by the Institutional Donor Department (IDD). When consortia are developed by an initiative or country office or with a partner not based in a programme country, the responsibilities are to be fulfilled by the Initiative, country office and/or partner account manager in liaison with IDD.

Figure 1: Example of a consortia set-up with CBM as the consortia lead



What	Who	With whom	Comments
<b>Pre-proposal development stage</b>			
Review donor requirements/expectations	IDD		
Conduct horizon scanning and competitor analysis (global level)	IDD		Horizon scanning (local level) be done by the CO
Identify potential partners	CO	Initiative, IDD	Partner capacities vis-à-vis donor requirements and programmatic added value should be considered. Check type of organisation registration as early as possible and whether organisations are registered as non-profit organisations.
Discuss and agree with partner expectations & sign Non-disclosure agreement (NDA) before sharing insights and confidential information.	CO	Initiative, IDD	Discuss with potential partners mutual expectations, including role, scope, complementary value additions, strategy.
Follow on the Call from the donor, conduct regular update calls/comms with consortium partners.	IDD	Initiative, CO	
Collect past performance records/capacity statements on specific technical and/or geographical areas from the partner(s).	CO		IDD/Initiative will do the same where IDD/Initiative is leading the partnership development.
CBM conducts IMUG Risk Assessment of Donor when the donor is affiliated with any corporate entity or with one individual.	IDD	Philanthropy Department	IDD coordinates with Major Donor & Philanthropy team for the IMUG Risk Assessment.
Review the Call for Proposals (CfP) and share with partner highlighting key external and internal deadlines	IDD		Any donor info session should be flagged up.
Participate in the donor CfP INFO Session	IDD		
<b>Proposal development stage</b>			
Organise a call with partners to review the donor requirements and to prepare a proposal development plan	IDD		
CBM partner assessment with consortia sub(s)	CO	Consortia sub(s), Initiative	When sub-grantee(s) are foreseen, the PA process needs to take into consideration grant management mechanisms.

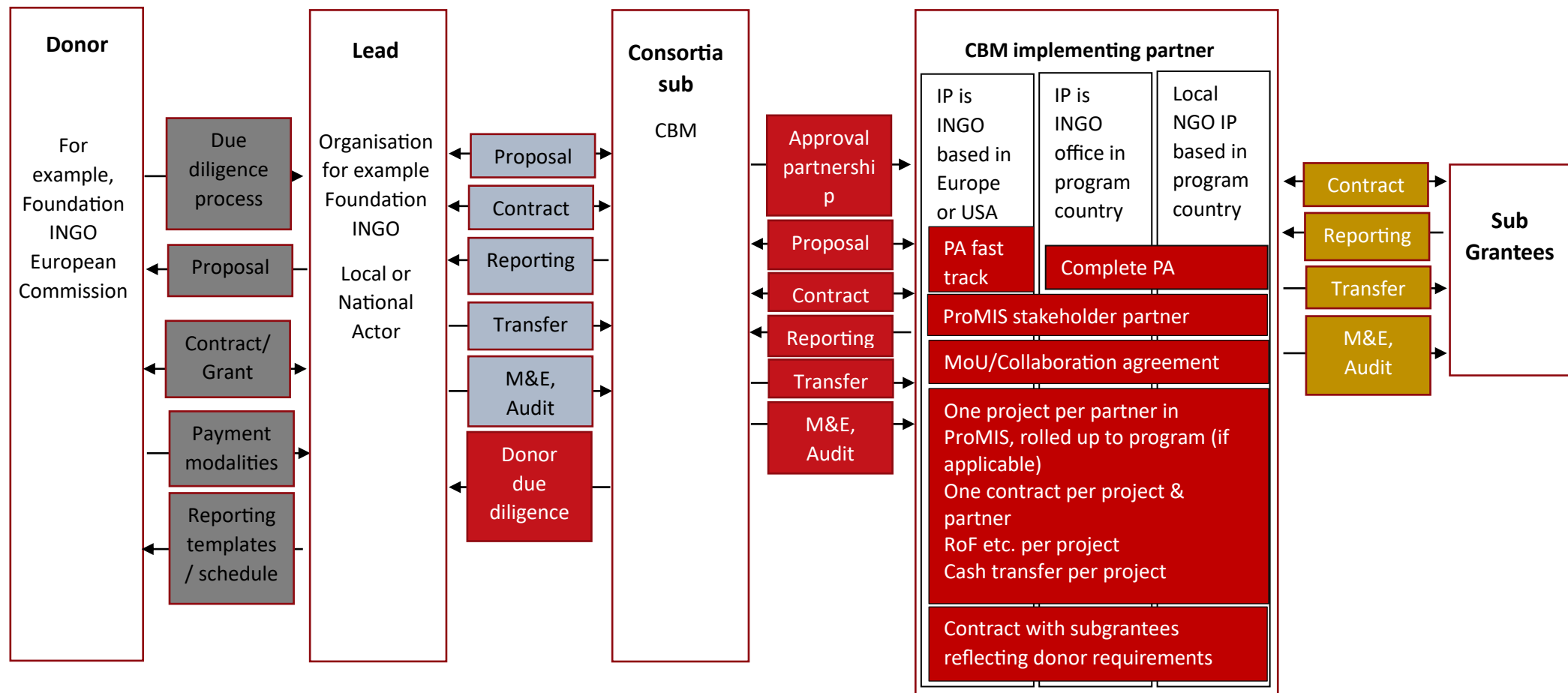
What	Who	With whom	Comments
Distribute the proposal development templates including budget ceiling and communicate where, how and when the inputs from Sub are needed.	IDD		
Organise Proposal Development Workshop, if needed.	IDD		
Discuss and agree with project governance structure and role of each partner in it, including the TOR for the Project Steering Committee	IDD		Agree the relationship and communication channel between Lead and sub, and among all consortium members.
Financial Management – cashflow process – for consortia sub(s)	PD	Consortia sub(s), FaOD	FM and cashflow process for consortia sub(s) with a clear system architecture agreed and document. Ensure that registration of partners meets requirements.
Proposal submitted to donor	IDD	Donor	Describe oversight and governance structure of the consortia structure by CBM.
Teaming Agreement/MoU signed with consortia sub(s) for submission to donor	IDD	Consortia sub(s), Initiative	Contents of the MoU may be guided by the donor, but CBM can also integrate sub-grant management measures. Ensure that roles and responsibilities are clearly defined for each consortia sub(s).
<b>Contract stage</b>			
Review and sign contract with the Donor	IDD	Donor	Template provided by donor. Communicate with donor if donor has any updates or questions.
Contract with Consortia sub(s) with foreseen sub-grantees	CO	Consortia sub(s), IDD, PD, FaOD	<p>Standard CBM contract with:</p> <ul style="list-style-type: none"> <li>• (Any) specific donor requirements. Contracts with Consortia sub(s) must mirror donor requirements and consistency between contracts and obligations must be ensured.</li> <li>• Special T&amp;C for the consortium sub(s) that will provide downstream sub-grants to ensure oversight of delivery</li> <li>• When sub-grantees are foreseen, request copy of contracts, copy of reports of reports, proof of cash transfer to sub-grantees and safeguard visiting audit rights for CBM</li> </ul> <p>The subaward agreement may include clauses and annexes addressing the followings: Branding, Intellectual property rights, DEI, donor</p>



What	Who	With whom	Comments
			communications, Payment Request, reporting deadline, Project Governance mechanism including TOR for Project Steering Committee (some of these should have already agreed and/or included in the Teaming Agreement)
Contract with Consortia sub(s) with no sub-grant(s) foreseen	IDD	Consortia (sub)s, PD, CO	Agree on the M&E and reporting mechanism within the overall consortia governance structure
Communication on successful bid via CBM's internal and external communication channels (CBM Connect, CBM website, Social Media, etc.)	IDD		



Figure 2: Example consortia set-up with CBM as consortia sub



Legend:

- Donor processes/templates
- CBM processes/templates
- IP processes/templates
- Consortia lead processes/templates

What	Who	With whom	Comments
<b>Pre-proposal development stage</b>			
Identify a Lead partner / being approached by a Lead partner	IDD		
Discuss and agree with Lead partner (CBM's role, scope, complementary value additions, strategy)	IDD		Participating in a consortium as a sub-awardee could exceptionally mean for CBM an "own implementation" project where donor such as USAID often restricts Sub-awardee to transfer grant and project delivery to a third-party. Own Implementation (OI) Guidelines and OI Forms are available in ProMIS Resource Library. OI must be approved by the CEOs before a final commitment from CBM to the consortia lead.
Due diligence with Consortia lead, when applicable	IDD	Philanthropy department	Due diligence from donor is not the same as the PA process. The need for the donor due diligence process needs to be discussed with Major Donor & Philanthropy team.
MoU/Collaboration agreements signed with consortia lead	IDD	Consortia lead	Contents of the MoU may be guided by the consortia lead, but CBM can also propose some aspects to be integrated. CBM might request clear definition of roles & responsibilities.
Respond to Lead's PA/Due Diligence check	IDD		
Review and sign pre-teaming agreement	IDD		
Follow up with Lead partner on prep. work till the CfP is out.	IDD		
Respond to requests from Lead partner on CBM's expertise in specific technical and/or geographical areas	IDD		For example, provide lead with specialized capacity statements they can share with leadership, overview of relevant past projects etc.
<b>Proposal development stage</b>			
Review RFP and raise clarification questions as per deadline set by the LEAD.	IDD		
Participate in the donor CfP INFO Session	IDD		

What	Who	With whom	Comments
Attend a call with LEAD to review the donor requirements and understand the proposal development plan	IDD		
Agree with LEAD the role including budget and deadline for CBM's inputs to the proposal (tech and financial)	IDD		
Review and sign the Teaming Agreement with LEAD	IDD		
Attend Proposal Development Workshop, if needed.	IDD		
Raise, discuss and agree with project governance structure and role of each partner in it, including the TOR for the Project Steering Committee	IDD		
Agree the relationship and communication channel between Lead and sub, and among all consortium members.	IDD		
CBM partner assessment with implementing partner	CO	Implementing partner	
Contract with consortia lead	IDD	Consortia lead, FaOD	Template provided by consortia lead, but CBM might propose some key aspects to be included.
Contract with implementing partners	CO	PD, IDD, FaOD, Implementing partner	Standard CBM contract with: <ul style="list-style-type: none"> <li>• (Any) specific consortia lead requirement</li> </ul>

**Document version and contact:**

This Guideline will be reviewed annually, unless a revision deemed necessary sooner, and updated as per need.

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