



9 April 2020

Dear MAVA partners,

As these trying times continue, we are all facing both the challenge of managing the immediate crisis, but also the need to think ahead to longer-term effects. While the full picture of long-term effects cannot be fully known at this time, this will become increasingly clear over time. Meanwhile, I am impressed with the commitment and creativity I've seen in how our partners are responding to the situation. I hope that you are all staying healthy and safe. I have a particular thought for those with small children at home and those who are alone.

Following my previous message to express MAVA's flexibility and support in this period of crisis, we have heard from many of you. I know you are all managing this situation with thoughtfulness and mutual empathy. We have had some questions to which the answers will be of relevance to all of our partners. This mail is to clarify MAVA's position on a few key issues we are hearing from you.

Management fees/overheads

First is a question on management fees. We understand that in many cases activities are on-hold, postponed or cancelled. This has an implication on spending which will likely be lower than originally budgeted. We have already confirmed that we wish to support the continued payment of salaries, even when activities cannot be carried out. This is to ensure that salaries and livelihoods are secured during this time.

However, a lower spending rate has a knock-on effect for management fees which are normally charged as a percentage of expenditure. If expenditure is lower, then management fees are lower as well. I recognize that management fees are often an important source of unrestricted funding for our partners and can also be the means for paying back-office or management structure salaries.

Therefore, MAVA has decided to allow partners to continue to charge the amount of management fees as originally budgeted, regardless of actual expenditure. In other words we are converting the percentage of fees into a fixed amount payable regardless of other expenditure.

This can be done without prior consultation with us. If you have a case that falls outside of the norm, please discuss this directly with your MAVA Programme Manager.



When activities are delayed

Another frequent question, particularly from partners involved in MAVA Outcome Action Plans, is what happens when activities from phase 1 are delayed and will not begin before the expected start of phase 2.

In these cases, we are requesting partners to include the delayed activities in the plans for phase 2. We want to avoid a situation where we have phase 1 and phase 2 projects running simultaneously. As we see it, the simplest solution is to have a single project that takes into account all activities remaining through till the end of projects in 2022.

However, we ask you to be realistic with your planning. In some cases, it may be possible to carry forward activities and still carry out all of the planned activities for phase 2. But in other cases, this would present a big challenge in terms of staff time and budget absorption. So, we understand that ambitions may need to be lowered in this situation.

If your project is outside of an Outcome Action Plan, then please discuss a project extension directly with your MAVA Programme Manager.

Urgent support

In my previous message, we offered to take into consideration urgent needs for funding in this crisis period. We have heard from some of you with specific requests that we have responded to, but we are hearing from most of you that you anticipate longer-term effects particularly on fundraising efforts and may need support in the future.

Our offer of support remains open and we understand that this may only come at a point in the future when needs become clearer. Let's keep an open dialog as we all gain a clearer picture of what kinds of impacts we will see.

For your reference I have included my previous message to all partners below.

I encourage you to keep your spirits up through these trying times. We are in this together and we at MAVA are committed to smoothing the path in any way we can.

Best wishes,

Lynda Mansson
Director General