Consultancy: developing full cost recovery in ARTICLE 19

About this consultancy:

ARTICLE 19 is seeking a consultant to lead on the development of a full cost recovery project to improve our financial sustainability.

At the end of this consultancy, ARTICLE 19 will have a better understanding of our cost base, establish a full cost recovery policy and have templates and procedures to improve project cycle management – from proposal to implementation and reporting. We will also better understand how these are priced and the level of subsidy taken from core grants to support these. We will have an effective sign off procedure for any subsidy so this can be transparently reviewed and signed off.

Who we are looking for:

1. Prior experience in developing or improving cost recovery models
2. Experience with international non-profit organisations
3. Knowledge/experience of major institutional donors and compliance and eligibility rules
4. Excellent communication skills to engage staff from all areas of ARTICLE 19 to engage with new policies and procedures

Expression of interest and deadline:

Please send a copy of your CV and an expression of interest including a financial quote to Nicola Dodero, Director of Finance at finance@article19.org by 21st June 2024.
## TERMS OF REFERENCE

**Responsible to:** Director of Finance

**Key relationships:** Finance team (global), Business Development Team, Compliance team

**Location:** Worldwide

**Duration:** To be completed by 31st August 2024

### Project Scope:
For over 35 years, ARTICLE 19 has worked for a world where all people everywhere can freely express themselves and actively engage in public life without fear of discrimination. We do this by combining research, campaigning, and cutting-edge legal analysis.  

[Explore our impact since 1987.](#)

ARTICLE 19 has an International Office (based in London) and operates worldwide through a combination of branches and independent affiliate members/subsidiaries. Though some parts of ARTICLE 19 are independent, we operate under one global strategy, the [Power of Our Voices](#).

ARTICLE 19 is seeking a consultant to review our costing and pricing methodologies for grants contacts. We want the consultant to review our current methodology and then develop policies and procedures to improve these, including our full cost recovery model. We also want support developing proforma templates and costing rate cards, to ensure that projects are fully costed and ultimately improve our financial sustainability.

ARTICLE 19 is heavily dependent on several core grants for its business model, and we want to focus first on the true / transparent cost of our grants and contracts and their delivery. We will then consider how these are priced and any subsidy given from core grants which aligns to this. We wish to minimise the amount taken from core grants to support our grants and contracts.

### Project outcome:
At the end of this consultancy, ARTICLE 19 will have a better understanding of our cost base, establish a full cost recovery policy and have templates and procedures to improve project cycle management – from proposal to implementation and reporting. We will also better understand how these are priced and the level of subsidy taken from core grants to support these. We will have an effective sign off procedure for any subsidy so this can be transparently reviewed and signed off.

### Processes and Methodology (if applicable)
This consultancy will require close alignment with finance team and business development team. Outputs:

1. Review of costs categories currently considered direct, direct support and indirect. Also, any global charges between regions / members.
2. Develop a full cost recovery policy and methodology for ARTICLE 19 (this will firstly need to be done for the International Offices and subsidiaries, and secondly developed for the international office, and subsidiaries including members).
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<td>Develop tools to improve project proposals (including: methodology, direct programme expenditure, support costs, calculation for indirect recovery, along with approaches for presenting salary costs, and standard budget allocations and internal budget template)</td>
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<td>Develop a cost recovery approach for pass through grants, considering costs incurred, the size of the grant or contract and our risk appetite</td>
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<td>Provide guidance of best practice budgeting practice. This may be from Sage Intacct or may come from a third-party budgeting software.</td>
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<td>6.</td>
<td>Develop tools (an excel spreadsheet) to allow us to develop our costing methodology; including potential rate cards. Develop tools to allocate actual costs on a monthly basis, in line with ARTICLE 19 cost recovery policy</td>
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<td>Other relevant outputs, to be mutually agreed (such as establishing KPIs)</td>
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**Time-frame of deliverable and milestones:**
Ideally all work to be completed by 31st August 2024

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**Payment schedule:**
Consultant to invoice maximum once per month

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**Any other note or condition**
N/A