



# Voice Nigeria Grant Manual August 2018 Version



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## 1. A letter from....

"We pledge," says the UN, in its manifesto on the Sustainable Development Goals, "that no one will be left behind [in the collective journey to end poverty and inequality]." In addition, the most marginalised will be prioritised: "We will endeavour;" the UN pledges, "to reach the furthest behind first."<sup>1</sup>

It is in this context that the Netherlands Ministry of Foreign Affairs ("the Ministry") designed a special fund, called Voice, with the objective to support the most marginalised and discriminated groups in their efforts to exert influence in accessing productive and social services and political participation. Voice forms an integral pillar of the Ministry's overall Dialogue and Dissent policy framework<sup>2</sup> which aims to strengthen the capacity for lobby and advocacy of civil society organisations in low- and lower-middle-income countries to allow for participation in mainstream development processes. Voice is executed by a consortium of Oxfam Novib and Hivos which coordinate the programme at national level in the ten Voice focus countries<sup>3</sup>

Overall Voice targets five groups, namely;-



People with disabilities;



Women facing exploitation, abuse and violence;



Age-discriminated vulnerable groups, notably the young and elderly;



Indigenous groups and ethnic minorities;

Oxfam Novib is responsible for Voice in Nigeria. The baseline assessment conducted for the implementation of Voice programme in Nigeria revealed varying degrees of marginalisation and discrimination against all the five target groups, but identified people living with disabilities and women facing exploitation, abuse and/or violence as the most affected. Voice in Nigeria will therefore focus on these two groups while observing intersectionalities and 'inclusiveness'.

All the five groups are often the hardest to reach. Therefore, innovative approaches to strengthening capacity of lobby and advocacy as well as empowerment are essential. A linking and learning process encourage sharing of lessons learned and provides a forum for mutual learning and empowerment of the most marginalised and discriminated groups. Voice is initially a five-year programme (2016-2020), for which a total of €50 million is available for programme-, grants-, management- and linking and learning costs.

Most –if not all- the information is available via [www.voice.global](http://www.voice.global) including all Calls for Proposals and relevant information regarding the grantees.

<sup>1</sup> <https://sustainabledevelopment.un.org/post2015/transformingourworld>

<sup>2</sup> [https://www.government.nl/binaries/government/documents/parliamentary-](https://www.government.nl/binaries/government/documents/parliamentary-documents/2015/07/01/voice-the-accountability-fund-and-the-participation-of-civil-society-organisations-in-theme-based-calls-for-proposals/letter-to-parliament-on-voice.pdf)

[documents/2015/07/01/voice-the-accountability-fund-and-the-participation-of-civil-society-organisations-in-theme-based-calls-for-proposals/letter-to-parliament-on-voice.pdf](https://www.government.nl/binaries/government/documents/parliamentary-documents/2015/07/01/voice-the-accountability-fund-and-the-participation-of-civil-society-organisations-in-theme-based-calls-for-proposals/letter-to-parliament-on-voice.pdf)

<sup>3</sup> The Voice focus countries are: Mali, Niger, Nigeria, Kenya, Tanzania, Uganda, Indonesia, Philippines, Laos and Cambodia.

This grants manual is meant for (potential) grantees to help them decide on whether and how to make a grant and what the reporting requirements are. As with all documents in Voice it is a 'living' document; hence if you have any feedback on how Voice can improve its grant-making, you are very welcome to do so via [hello@voice.global](mailto:hello@voice.global)

Thank you for joining us on this exciting journey!

The Voice Nigeria family

## 2. What types of grants will be awarded?

The Voice grant facility is designed to support informal groups as well as formal organisations and networks, although the applicant needs to be legally registered and have a bank account in the applicant's name. The Grant types are as follows:



**Empowerment grant:** Targeting (informal) groups or organisations to raise awareness, develop transformative leadership, build confidence and skills and work against stigmatisation of marginalised and discriminated groups. Smaller grants with average one year timeframe, is accessible for informal groups<sup>4</sup> by partnering with formal organisations. Empowerment grants are available from €5,000 to €25,000, with a minimum timeframe of 12 months to maximum timeframe of 24 months.



**Influencing grant:** Targeting organisations and networks to strengthen their influencing, lobby and advocacy capacities and amplify voice of marginalised and discriminated groups. Influencing grants that are country specific are available from €25,000 to €200,000, with a minimum timeframe of 18 months to maximum timeframe of 36 months.



**Innovate and learn grant:** Innovate and Learn grant focus on organisations that want to learn from innovation and/or to test and scale new approaches with a focus on human-centred innovations that are context-specific and relevant to **empowering, amplifying and/or influencing the voice of marginalised** and discriminated people to participate fully in society. Innovation and learning grants are available from €5,000 to €200,000, with a minimum timeframe of 12 months to maximum timeframe of 24 months.



**Sudden opportunity grant:** Creating flexibility to undertake collective action to address specific unanticipated opportunities to influence policy or deal with a threatened reduction of civil space which impacts one or more of the Voice target groups in one or more of the impact themes. Grants responding to a sudden opportunity are available from €5,000 to €200,000, with a minimum timeframe of 6 months to maximum timeframe of 12 months.

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<sup>4</sup> Groups which emerge naturally due to the response and common interests of the members of an organization who can easily identify with the goals or independent activities of the group.



For each modality of grant, there are different approaches related to making applications, assessing grants and reporting against grants. **Empowerment grants and smaller grants designed to address sudden opportunities** will be more flexible and contain fewer requirements. **Influencing and learning from innovation grants** will contain more requirements to mitigate risk and increase accountability. We also strongly urge you to review the Frequently Asked Questions available via: <https://www.voice.global/f-a-q/>

Voice stands out from other grant-making programmes by developing a grant application and reporting process that is accessible, user-friendly and innovative adapted to the target groups and grant type.

### 3. How to make an application

Steps	Task	Activities
<i>Step 1</i>	Preparation for calls for proposals.	Based on country contextual analysis, Voice Kenya will provide guidelines for themes and subjects that the Call for Proposals could focus upon. This process will be repeated on an annual basis for each subsequent call for proposals. Additionally, we now have a specific analytics tool, Power BI, that will deliver insights throughout the grant making process
<i>Step 2</i>	Calls for proposals	Advertising the Call for Proposals as approved (at least 6-weeks for applicants to respond). Outreach and communication activities will be designed to reach potential applicants including Voice target groups.
<i>Step 3</i>	Support	The application process should be viewed as a capacity building exercise and applicants should receive useful feedback after the application is assessed. Hivos Regional Offices will organise information session on the proposal using creative settings.
<i>Step 4</i>	Screening	Voice is designed as a competitive application-based grant-making programme. Therefore, for an organisation to receive funding, it must submit an application, which will be reviewed using an open and transparent assessment method. Empowerment grant applications can be submitted in Kiswahili or English and in addition to submission of a written proposal, through audio and/or video. All other proposals need to be submitted in English.

Voice will screen proposal applications against the eligibility and criteria requirements (six weeks for screening with extension depending on number of applications received).

Apart from screening on the basis of eligibility, preliminary assessment of applicant capacity will be made. Site-visits may be undertaken as part of the screening process to ensure that applicants have minimum governance and accounting protocols and/or to review existing programming.



<i>Step 5</i>	Selection	Once the screening is complete recommendations for grant awards plus recommendations for capacity development are be submitted to the Country Office for final approval. Each short-listed application will be rated and ranked using the selection criteria provided below.
<i>Step 6</i>	Agreements	Once the project is finalised, Voice will enter into a Grant Agreement with successful organisations. The Grant Arrangement will apply for the period of time required to complete the project. The time plan and approved budget will be an integrated part of the Grant Agreement. The Grant Agreement will outline the requirements under the grant as well as other terms and conditions.

### ***When should your organisation submit an Application?***

Voice Nigeria will publish all calls for proposals via Voice website [www.voice.global](http://www.voice.global), [www.facebook.com/voice.global.online](https://www.facebook.com/voice.global.online). As well as via [www.oxfam.org/nigeria](http://www.oxfam.org/nigeria) and [www.facebook.com/OxfaminNigeria/](https://www.facebook.com/OxfaminNigeria/)

The schedule for this year's calls for proposal deadlines is as provided in the table below:

<i>Deadline</i>	<i>Activity</i>
<i>August 20<sup>th</sup></i>	<i>Launch calls for all grant types</i>  <ol style="list-style-type: none"> <li><i>1. Ground up Influencers – V-1886-NG-IF</i></li> <li><i>2. Audible Silent Voices - V-1887-NG-EM</i></li> <li><i>3. LETS up our game – V-1888-NG-IL</i></li> <li><i>4. Voice beyond the incident – V-1889-NG-SO</i></li> </ol>
<i>Sept. 30<sup>th</sup></i>	<i>Close call for proposal for all grants except Sudden Opportunity grant which will be open till 31<sup>st</sup> December 2018</i>
<i>Oct. 2<sup>nd</sup> – Nov. 13<sup>th</sup></i>	<i>Project Review</i>
<i>Nov. 13<sup>th</sup> -15<sup>th</sup></i>	<i>Feedback to Applicants on whether Voice is proceeding to Contract with them or not. Unsuccessful applicants can request for reason why their application failed via: Nigeria@voice.global</i>
<i>November 16<sup>th</sup> – December 28<sup>th</sup></i>	<i>Organisational Assessment, donor check and Contractual process. There is no guarantee of Voice grant until contract is signed. Voice will not be liable for any liability incurred by the applicant due to perceived misrepresentation/assumption made before execution of contract</i>
<i>January 1<sup>st</sup> 2019</i>	<i>Successful Applicants commence Implementation. Voice will monitor grants and provide support where requested and part of the learning component of the program</i>



### ***Who can make applications?***

Formal & informal organizations can submit applications. Where applications are brought by informal group of the target beneficiary of Voice, then they must partner with a formal organisation which possess legal registration and a bank account in their name. Organisations can independently submit a grant application or form part of a consortium in a joint application. A consortium is a cooperative of two or more civil society organisations, which implements a joint, integrated project in which all parties contribute to the total. They draw up a cooperative agreement for this purpose. In this case, a consortium representative (known as the 'lead party') submits the grant application on behalf of the consortium. Only the lead party needs to be legally registered, not all the consortium members. If the application is granted, the lead party is responsible for implementing the consortium's project. Applicants may form a partnership with other not-for-profit organisations or private companies to implement the project or certain of its components, however, such partnerships must be identified within the grant application. Applications may also include activities to strengthen the capacity of the organisation, please refer to the relevant sections below.

### ***Where should we send our application?***

Applications for grants from Voice must be submitted using the model application formats as stipulated and made available by Voice.<sup>5</sup> Applications should be complete and without reservations and submitted via [www.voice.global/kenya](http://www.voice.global/kenya) or the email address provided on the Call for Proposal itself. The email should have the Call for Proposal reference number provided in the "re:" line. Please note that the maximum file size of attachments that can be uploaded is 10 MB.

On the webform it is recommended to tick the Box: "Send me a copy of the responses." This will assure you that the application has indeed been submitted. Upon completion of the selection process we will send you an Email to inform you whether your application has been successful. We only provide detailed feedback for the shortlisted proposals that were rejected.

### ***What if you have questions about the process?***

Questions about applying for a Voice grant may be submitted by email or during consultative sessions. Before doing so we urge you to review the Frequently Asked Questions via <https://www.voice.global/f-a-q/> to see whether your question has already been responded to. In case of additional questions, they can be submitted by email to: [nigeria@voice.global](mailto:nigeria@voice.global). Your questions will be anonymised and published with answers on the Voice website where appropriate.

Consultative meetings will be organized by the country team and details of the time and venue will be posted and regularly updated on the website [www.voice.global](http://www.voice.global).

### ***When will funding decisions be made?***

If you are applying for a Voice grant, Voice will decide upon your application within six weeks of the deadline according to the schedule above. This doesn't apply for Sudden Opportunity grant which follow a different process (mentioned in the schedule as well). Please note that an organisation can apply for multiple grants but can only be contracted for one at a time. Please note this only applies to

<sup>5</sup> The model application format can be downloaded from <http://www.voice.global/...>

the lead applicant; you can be a co-applicant in a reasonable number of proposals.

### ***What makes a successful application?***

The following factors are provided as a guide to inform potential applicants of whether their application is focused on issues that are encouraged and therefore likely to be considered:

- Activities support and compliment “the Voice impact themes and target groups.
- Communication and engagement approaches that contribute to awareness, influencing understanding, cooperation, and collaboration.
- Demonstration of links and/or coordination with relevant organisations, communities and government;
- Promotion and participation of women at all levels in activity implementation.
- Demonstration that benefits created by the project will be properly or widely disbursed.
- Activities that demonstrate long-term benefits for constituents and/or marginalised and discriminated people.
- Demonstration of skill and experience in the community/civil society/sector and geographic area.
- Demonstration of project management understanding and approach to grant use.
- Promotion of inclusive and accountable transparent processes.
- Co-contributions proposed by organisation and/or Voice target groups i.e. labour, office, materials and funds.

### ***Unsuccessful Factors:***

- Application does not meet criteria- see eligibility test for each grant type.
- Application not in Voice format or key questions left unanswered.
- Activities with an unreasonably high proportion of administrative support costs and asset acquisition.
- Applications with unreasonably high travel cost
- Funding for freight.
- In general, purchase of motor vehicles, land or buildings.
- Lack of competitive costing detail, and charges for application preparation – other than for Seed Funding.
- Activities that are purely service delivery in nature
- Funding of commercial services, investment or other commercial activities.
- Over emphasis on staff training.

### ***Financial Guidelines***

All applications should use the budget template provided with the application package. All budgets must be reasonable for the activities proposed and for the achievement of the outcomes of the project. Reasonableness is dependent upon the prevailing costs and rates in Nigeria. The “notes” section of the budget should be used to outline why a certain rate or estimate is made. For per diem and travel rates, the budget should outline if a standard is used for the estimate.





Approved Grant Fund may only be used to cover costs actually incurred and expended during the Grant Period that are verifiable from the Grantee's records and that are allowable, allocable, reasonable and necessary for the performance of the project.

### ***Linking and Learning***

The Linking and Learning component provides an exciting opportunity to link to other stakeholders and to learn together. Voice promotes and supports linking and learning throughout project implementation and within the grants. All grantees are encouraged to include linking and learning activities in their proposal and ways of working. Therefore, Voice invites you to:

- Plan for involvement of the target group(s) and main stakeholders in all project phases and relevant decision making
- Develop a change agenda for the project and if relevant, for your organisation in general
- Develop your own learning agenda or learning questions
- Join one of the Communities of Practice that will work on different learning questions
- Propose innovative approaches or solutions that can be tested and if successful, be scaled up
- Document all the learning and changes happening within your project
- Observe and document trending social and development issues within your area of work
- Engage in gathering stories of change as part of the monitoring and evaluation of the project
- Engage actively with other grantees and the Voice team to overcome challenges and to learn from successes but even more, from 'failures' and challenges

## 4. How will your application be assessed?

Voice uses a 3-step assessment process. These are:

1. **Threshold criteria:** minimum standards that all applications must meet. If an application does not meet all of the threshold criteria, it will be rejected.
2. Criteria relating to the quality of the project proposal (project check).
3. Criteria relating to the quality of the applicant organisation or the lead party of the consortium (organisational check).

For the small grants (empowerment grants up to €25,000) a lighter / adapted version of these types of criteria will apply.

### ***Step 1: Threshold Criteria***

The threshold criteria are minimum standards that all applications for Voice grants must meet. The criteria are as follows:

- a. Applications can only be submitted by organisations which possess legal registration and a bank account in the applicant's name. Lighter threshold for empowerment grant is to partner with a host organisation with legal status and bank account for the purpose of receiving the fund



- b.** The project will need to address one or more of the impact themes:
- improving access to (productive) resources (finance, land and water) and employment
  - improving access to social services, health and education in particular
  - fostering space for political participation:
- c.** The project will benefit one or more of the following target groups
- People living with disabilities
  - Lesbian, gay, bisexual, trans-gender, intersex (LGBTI) people
  - Women facing exploitation, abuse, violence
  - Age discriminated vulnerable groups notably the young and elderly
  - Indigenous groups and ethnic minorities
- d.** The project will focus in either Enugu or Abuja, and for sudden opportunity grant, in one or more part of Nigeria.
- e.** As a sudden opportunity or threat cannot be influenced by one organisation or entity exclusively, an application to address a sudden opportunity must include collective actions.
- f.** The applicant or the lead party substantially works with the most marginalised and discriminated groups in society (particularly those of the Voice target groups) to build their capacity to lobby or advocate for their interests or to have their voices heard. For organisations with broader objectives it is also possible to demonstrate this on the grounds of the organisation’s track record.
- g.** The applicant (and all co-applicants, if the application is made in consortium) is an organisation which has core values similar to the objectives of Voice, being the equal treatment and equal rights of every human beings regardless of gender identity, race, colour of skin, nationality or ethnicity, religious belief, disability, sexual orientation, social class and age.
- h.** The applicant lead applicant and/or co-applicant is not a (Consortium or Alliance) Partner of the Netherlands Ministry of Foreign Trade and Development Cooperation Strategic Partnership within the policy framework of “Dialogue and Dissent”.
- i.** With exception of Empowerment, Innovate & Learn Grants, applications for Influencing and Sudden Opportunity grants must demonstrate that, grants awarded from Voice derive no more than 50% of the total annual income of the applicant organisation. The applicant can demonstrate this is plausible on the basis of income over the 2016-2017 period and/or awards and grants it has secured for future years. If the applicant is the lead party, this criterion applies to the whole consortium. Consequently, if one organisation derives more than 50% of its annual income from awards granted from Voice, this may be offset by another party in the consortium. The table below illustrates how this is computed.

$$\frac{\text{Application Budget}}{\text{Annual income}} = \text{\% of income sought from Voice}$$



**NOTE:** If the percentage of income sought from Voice is higher than 50% then the application is not eligible for funding (Influencing or Sudden Opportunity Grants)

j. A grant application must be for funding of one of the following grant modalities and must apply for an amount and duration corresponding accordingly:

Grant Modality	Minimum Amount	Maximum Amount	Min - Maximum Length
Empowerment	€5,000	€25,000	12- 24 months
Influence	€25,000	€200,000 (single country) €500,000 (global multi-country)	18 - 36 months
Innovate & learn	€5,000	€200,000	12- 24 months
Sudden Opportunity	€25,000	€200,000	6- 12 months

k. The proposed grant cannot fund activities undertaken in the past.

l. The proposed grant does not relate to the funding of commercial services, investment or other commercial activities.

**Step 2: Project Check**

If the quality of the project is insufficient, the application will not be considered. The project check assesses the quality of the project on the basis of the following general quality criteria and with specific criteria listed for each type of grant:

**General Criteria**

1. *Context analysis:* the extent to which the proposal, especially the defined problem and objective, reflect context analysis findings- situation of marginalized group targeted in the proposal.
2. *Project Success analysis*
  - The extent to which the project provides a description of outcomes, outputs, proposed activities and resources, and a clear link has been established between the outputs to be achieved and the resources necessary to do so.
  - Risks, monitoring and corrective action: satisfactory risk management is in place, consisting of a satisfactory risk analysis and a satisfactory system for monitoring and corrective action.
3. *Value-for-money:* the degree to which the project will efficiently utilize resources to undertake the activities and attain the outputs.



## Empowerment grants

**In addition to** the general criteria, Empowerment grants will be assessed with the following criteria:

1. *Target Group Representation:* the degree to which the project and organisation involves, represents and effectively raises awareness, develops transformative leadership, builds confidence and skills of the target group.

## Influencing grants

**In addition to** the general criteria, influencing grants will be assessed with the following criteria:

1. *Target Group Representation:* the degree to which the project and organisation involves, represents and effectively amplifies voice and builds the influence of the target group(s).
2. *Advocacy and Lobby:* the degree to which the project will support target beneficiaries to influence stakeholders to implement new procedures and policies and create new and unexpected connections and partnerships.

## Innovate and Learn grants

**In addition to** the general criteria, Innovate and Learn grants will be assessed with the following criteria:

1. *Target Group Representation:* the degree to which the project and organisation involves and represents the Voice target groups.
2. *Innovation and scalability:* The degree to which an idea is new, given the context, and lead to the empowerment and amplification of one or more Voice target group(s). Includes an analysis of the applicants' capacity to implement, scale up and sustain.

## Sudden Opportunity grants

1. *Target Group Representation:* the degree to which the project and organisation involves and represents the Voice target groups.
2. *Meeting Opportunities:* the degree to which the application responds to the requisite requirements for sudden opportunity: threat to civic space, imminent obstruction of justice, widespread attack on vulnerable persons/situation etc; and the degree to which the application is able to implore strategies expected of such a situation- collective action, broad partnership reach, non-violent approach etc. In every case, such sudden opportunity must be able to raise awareness, develop transformative leadership, build confidence and skills of one or more Voice target groups and/or amplify voice and build the influence of the target group(s)



### ***Step 3: Organisational Check***

For organizations to be awarded a grant within Voice the organizational assessment needs to be satisfactory in terms of quality. The organizational check must be completed satisfactorily. Deficiencies found through the organizational check will be communicated with the applicant to develop a capacity development plan that may be funded by Voice grant. Organizations which are determined to be high risk especially in cases of integrity, accountability and transparency are ineligible for funding.

The organizational assessment will be a review of the following: Governance and Integrity, Financial Management and Procurement, Human Resources, and Program and Project Management. The scope of organizational assessment is dependent upon the type of grant applied.

The organisations should be open and motivated to learn and interested in key principles of Voice. Voice country team could compare the organisation's assessment with their impressions and agree on possible capacity development needed to be included in the grant.

The assessment process is a moment to promote inclusion of linking and learning elements in the grant proposals. When needed, Voice team can organise a (brainstorming) session with several grantees to come up with areas of common interest and possible activities to bring people together around a common aim or theme. It is also an opportunity to promote the inclusion of creative actions in the proposals.

### **Empowerment Grants**

Applicants for Empowerment grants will be assessed with the following criteria:

#### ***1. Governance and Integrity***

- The applicant has a clear purpose and acts on decisions collectively.
- The degree to which the leadership is respected by the target group.

#### ***2. Financial Management:***

- The quality of financial and administrative management is adequate to safeguard payments and purchases.

### **Other Grants**

**In addition to** organisational assessment criteria for empowerment grants, applicants of influencing, Innovate & Learn & sudden opportunity grants will also be assessed with the following criteria:

#### ***1. Governance and Integrity***

- The applicant has a coherent and realistic strategic plan. (review of the quality of formulation of objectives, intended results and indicators; explanation of strategic choices)
- The applicant is accountable to and communicates effectively with its primary constituents/ beneficiaries. The applicant (management) encourages and supports internal learning and reflection processes.
- The applicant is capable to mobilize sufficient financial resources, and (where relevant) non-



material resources from members/ supporters.

- The applicant is internally transparent and accountable. (Relations between staff, direction, and board; quality of decision-making process)
- The applicant maintains relevant institutional relationships with external stakeholders and is seen as credible and legitimate.
- The management is able to deal strategically with external pressure and conflicting demands.
- The applicant formulated objectives with regard to the position of women and issues of gender equality.

## *2. Procurement and Finance Management*

- The quality of financial and administrative management is adequate to ensure financial accountability. (Budget, funding plan, financial management, financial report)
- The organisation maintains annually audited accounts

## *3. Programme and Project Management*

- The applicant has an appropriate monitoring and evaluation process (documentation & data collection, involvement of stakeholders, quality of analysis and learning) and uses it for accountability and learning process
- The applicant (management) responds adequately to trends and changes in the context and uses up-to-date strategies and knowledge

## *4. Human Resources*

- The number, composition and expertise of staff is adequate in view of the applicant's objectives and programmes.

## 5. If your application is not successful

Feedbacks on why an application is unsuccessful will be provided upon request. Often, this feedback process can assist an unsuccessful applicant to identify weaknesses in their application, to re-think their proposal and possibly to re-apply for the next call for proposals.

## 6. If your application is successful

### ***What happens if my organisation is approved for funding?***

Voice will invite you to discuss and finalise the project- 'the ping-pong'/negotiation process. This will provide an opportunity to review any changes that may have taken place since writing the application. It also provides an opportunity for Voice and your organisation to review the project risk and make



small revisions to the activities, timeline, and outputs as needed. From the review of the application, Voice may also have some questions or concerns for your organisation to review and consider.

After the 'ping-pong' /negotiation process or while this is going on, Voice will also conduct Organizational Capacity Assessment on the prospective grantee and set up a capacity building plan with them, where necessary. This plan can be incorporated within the final Grant Agreement. At this stage, there is still no guarantee that Voice will fund the project because where the Organisational Capacity Assessment reveals grave issues bordering on accountability, transparency, or integrity of the organization, then that might be a disqualifying factor in which case Voice will not be proceeding to contract. Where however the findings border on capacity gaps, depending on the level of gap, Voice can rely on the capacity plan agreed upon with the prospective grantee or reduce the amount of fund awarded, to reduce its financial risk. Voice will treat each application on a case by case basis.

### ***The Grant Agreement***

Once the project is finalised, Voice will enter into a Grant Agreement with your organisation. The Grant Agreement is based on the authority provided by the Netherlands Ministry of Foreign Affairs.

Grant Agreements will be concluded with organisations for well-defined and described proposal. The Grant Arrangement will apply for the period required to complete the project/research. The time plan and approved budget will be an integrated part of the Grant Agreement.

The Grant Agreement will outline the requirements under the grant and other terms and conditions that your organisation will need to adhere to. The Grant Agreement will cover among other things performance standards and terms of release of funds that may be in tranches. Voice will generate a draft copy of the Grant Agreement for review and final execution by both parties. The person with signing authority in your organisation will need to sign the Grant Agreement prior to proceeding with financial management arrangements. Projects approved for funding will normally be required to begin within one month of the signing of the Grant Agreement (execution).

General Technical Assistance and Capacity Development in respect of project management, administration, and accounting, among others, will always form an integrated part of any agreement involving support from Voice.

### ***How will the Grant be Monitored & Evaluated by Voice?***

Voice management and staff will monitor the integrity and performance of all grants approved. Voice will conduct site visits, financial audits and compliance inspections on a periodic basis.

For all projects, recipients will be required to safe keep financial records and receipts for inspection as needed. All grantees will be subject to periodic and regular review and unannounced spot-checks by Voice. Annual audits will be required of all grants valued at more than €100,000. The costs of the audit need to be included in the budget proposal. Apart from this, some other grants will be subject to audit, the selection of which will be based upon recommendations of the in-country Voice team.

### ***How will your organisation communicate with Voice?***

If your organisation has any questions or concerns about the Grant Agreement or how to report, please do not hesitate to contact us. We are happy to answer your questions and help you with fulfilling the requirements under the Grant Agreement. Your first contact will be outlined in the Grant



Agreement. You are also welcome to contact us to talk about improving your organisations ability (operational, management and technical); the Voice Nigeria team may have some suggestions on this.

If your organisation is not able to meet the requirements under the Grant, then you must contact Voice. The Voice team will try its best to work with you to come up with solutions to help your organisation move forward and learn from setbacks. In some cases, especially as a result of events that are not in your control, you can request a modification of the Grant. As soon as you think that circumstances may require a change to your Grant, please write to the Voice Nigeria Programme Officer via this email address [Nigeria@voice.global](mailto:Nigeria@voice.global) to receive guidance before submitting the request.

### ***How will your organisation report to Voice?***

Your organisation will be asked to report to Voice about the implementation of your grant. The format of the report and the frequency of reporting will depend on type of grant and grant period and will be included in the grant agreement.

To this end we have developed two different versions to capture progress on your project milestones: a light one, for reporting periods that are less than one year (most likely every 6-months) and a “plus” one, for your annual and end-of project report. At minimum Voice requires six-monthly reporting.

Please find here a brief summary of the information we like to capture with each type of reporting template:

#### **A. Milestone light**

In the Milestone light version we focus on capturing the following information:

- External environment: Any important changes happening in the local, national, regional, or global context (e.g. changes in existing legislation) that relates to and impacts your project and target group(s).
- Progress against milestones: Milestones reached in this reporting period and budget allocation to those, planned milestones for the next reporting period, changes to original workplans and reasons therefor.
- Engagement with your project stakeholders: What type of activities are you using to engage with the target groups of your project? Which one(s) of these activities did you find particularly successful? Have you encountered any difficulties reaching out to / working with those groups?
- Risk analysis and mitigation strategies
- Project learning and innovation: What have you learnt from the implementation of your project thus far? How are you documenting your learning? If the learning is documented online, please list links and websites. What are you and/or marginalised and discriminated groups (your project beneficiaries) doing differently, as a result this project? Voice project milestone report? Has Voice enabled you (and/or other organisations working with you as part of this project) to use new ideas and/or innovative approaches to your work? If yes, how?
- Project results: Activities, outputs in this reporting period, and expected outcomes linked to





those.

- Your Monitoring and Evaluation approaches and links to the Voice global MEAL framework: Which one of the 3 outlined global Voice outcomes is your project contributing to?

## **B. Milestone plus**

In the Milestone plus version we focus on all of the above points, in relation to the relevant reporting period plus:

- Progress against your learning questions: How have you approached them and who have you worked with around each one?
- We have outlined some more detailed outcome-level questions that are linked to empowerment (creating safe spaces, building confidence and skills), alliance building and influencing instruments.

Change stories: At the end of your project, we would like to ask you to think about narrating a story that depicts the change on an individual or a group that your project has contributed to. The way that you will narrate the story is completely open: It could be in a narrative form, audio, video, etc. We have classified the categories of change that we would like to zoom in, on the report itself. Our global Monitoring and Evaluation officer is at your disposal for any questions in relation to the stories.

In general, to ensure learning from the process is not lost, grantees should reflect on the learning journey of the programme. Based on the organisation's change agenda and learning questions, grantees will be invited to participate in local learning events or national and global communities of practice. Grantees will be contributing with their project experiences to a process of learning about transformational change based on practical experiences. We also suggest, a project based reflection. We recommend carrying out an evaluation with the organisation, key target group and stakeholders on the challenges faced and strategies developed to overcome these; on the engagement process of all stakeholders. It can be useful to write up your thoughts on the process as well as the outcomes and any thoughts you have regarding the socialisation of the knowledge/learning products and how they could be used more widely in Voice. The Voice Country Team will be able to support and provide guidance.

Financial reporting also depends on the size and the life span of the grant and will therefore be included in the grant agreement. Financial reports need to be delivered in the template provided.

Your organisation will maintain a separate ledger for the Voice grant that includes all project expenses. Based on this ledger you will calculate the project expenses per budget line, register this in the appropriate column in the template and calculate in a separate column how much is money is left for that budget line and percentage. You may shift funds from one budget line to another, but only to a maximum of 10% and you will always inform the Voice team about such changes. If you required changes over 10% you will have to obtain approval of the Voice team beforehand.

Supporting documents, that prove that you made the expenditures, need to be kept on file for a period of 10 years after the project ended for a possible audit. More details on which supporting documents you need to keep on file will be given to you by the Voice Country and/or Coordination Team.



## *Forms*

The appropriate forms such as application form, budget template as well as assessment template will vary with each Call for Proposal. The right forms will be made available with each Call for Proposal via [www.voice.global](http://www.voice.global)

## 7. Fraud/Corruption and Grievances

Fraud is described as “dishonestly obtaining a benefit by deception or other means”. The Voice has a “zero-tolerance” to any forms of fraudulent or corrupt activity. This means that Voice, supported through Oxfam policy does not condone any form of fraudulent or corrupt behaviour in its operations such as payment of bribes, facilitation payments or “hidden” commissions for any reason. Organisations receiving Voice funding support shall have mechanisms in place to manage fraud including prevention, detection, investigations and reporting.

If you suspect irregularity, please report to the responsible Country Director and/or the Voice Programme Manager globally who will immediately report to the Ministry of Foreign Affairs in the Netherlands. Voice and the Ministry reserve the right to conduct investigations into cases of suspected fraud. All suspected cases of irregularity will be handled and investigated in a confidential, prompt and professional manner.

The Country Director will resolve the issue within two-weeks of receiving the grievance. If the grievance is not resolved in time or to the satisfaction of complainant, the Programme Manager will initiate an investigation of the grievance. In instances where the Programme Manager does not resolve the grievance satisfactorily, it may be elevated to the Voice Steering Committee who has the authority as per the Dutch Staatscourant decision dated December 2, 2016 to make final decisions with respect to a grievance or complaint.

We also refer you to the Whistleblower policy available via [www.voice.global](http://www.voice.global).

