



Voice TANZANIA

Grant Manual

September 2018 Version



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."¹

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 framework² 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. Overall Voice targets five groups, although it depends on the country's contextual analysis which groups will be served in each Voice focus country:



People living with disabilities;



Women facing exploitation, abuse and violence;



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



Indigenous groups and ethnic minorities.

Voice in Tanzania is coordinated by the Hivos Regional office and managed by Tanzania Program officer who is based in Dar es Salaam with full support from Nairobi team and at the global level. Most of the Voice target groups actively engage in civil society which progressively shapes their advocacy agenda and approaches. Some of the groups are able to benefit from engagement with mainstream civil society while others remain on the margins of the sector. The fear of reprisal from the state has considerably affected the ability of mainstream civil society to accommodate and include the concerns of some of the most marginalized groups in society particularly the LGBTQI community.

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.

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

² <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>



Most –if not all- the information is available via www.voice.global including all Calls for Proposals and relevant information regarding the grantees.

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

Thank you for joining us on this exciting journey!

The Voice Tanzania 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 legal 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 groups³ 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.

³ 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
Step 1	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
Step 2	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.
Step 3	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.



Step 4 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.

Step 5 Selection	Once the screening is complete recommendations for grant awards plus recommendations for capacity development are submitted to the Country Office for final approval. Each short-listed application will be rated and ranked using the selection criteria provided below.
Step 6 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 Tanzania will publish all calls for proposals via Voice website www.voice.global, www.facebook.com/voice.global.online. As well as via <https://east-africa.hivos.org/>

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

Deadline	Activity
September, 10 th	<p><i>Launch calls for all grant types</i></p> <ol style="list-style-type: none">1. <i>Tunza Uhuru – V-1891-TZ-IF</i>2. <i>Sauti yangu, Uhuru wetu - V-1893-TZ-EM</i>3. <i>Reinventing Uhuru – V-1892-TZ-IL</i>4. <i>Mtandao Huru – V-1890-TZ-SO</i>



<i>Deadline</i>	<i>Activity</i>
<i>October, 19th</i>	<i>Calls for proposals closed for all grants except Sudden Opportunity grant which will be open till 31st December 2018</i>
<i>November, 30th</i>	<i>Project Review</i>
<i>December, 3rd – 7th</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: tanzania@voice.global</i>
<i>December, 10th -21st</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 1st 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.⁴ Applications should be complete and without reservations and submitted via www.voice.global 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.

⁴ The model application format can be downloaded from <http://www.voice.global/...>

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: tanzania@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.

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 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 or not 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.



- Application not in Voice format or key questions left unanswered.
- Activities with an unreasonable high proportion of administrative support costs and asset acquisition.
- 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.
- 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 of the country in which you operate. 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 particular 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. Also 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
- To develop a change agenda for the project in particular and if relevant, for your organisation in general
- To develop your own learning agenda or learning questions
- To 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
- To document all the learning and changes happening within your project
- To engage in gathering stories of change as part of the monitoring and evaluation of the project
- To 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?



- i. 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.
- j. 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, particularly regardless of gender identity, race, colour of skin, nationality or ethnicity, religious belief, disability, sexual orientation, social class and age.
- k. 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”.
- l. 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)

- m. 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	18 - 36 months
Innovate & learn	€5,000	€200,000	12- 24 months
Sudden Opportunity	€5,000	€200,000	6- 12 months



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.

Influencing Grants and Sudden Opportunity Grants (one country grant of more than €25,000 and less than €200,000)

In addition to organisational assessment criteria of applicants of empowerment grants, applicants of one-country influencing or sudden opportunity grants will 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.

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)

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)

4. *Human Resources*

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

Multi-country Grants



In addition to organisational assessment criteria of applicants of one-country grants, Innovate and Learn Grants and multi-country Influencing Grants will be assessed with the following criteria;

1. *Governance and Integrity*

- The applicant has a coherent and realistic strategic plan. (Context and problem analysis; Theory of Change; quality of formulation of objectives, intended results and indicators; explanation of strategic choices)
- 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 applicant is capable to maintain consistency between ambition, vision, strategy and operations. 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 and transparency. (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 purposes.
- The applicant (management) responds adequately to trends and changes in the context and uses up-to-date strategies and knowledge.

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

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.

