Voice Uganda Grant Manual

April 2019 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."*[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 framework[2] 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. At global level Voice targets five groups, although at national level it depends on the country's contextual analysis which groups will be served in each Voice focus country[3]:

- People living with disabilities;

- Lesbian, Gay, Bisexual, Transgender and Intersex community (LGBTI);

- Women facing exploitation, abuse and/or violence;

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

- Indigenous groups and ethnic minorities.

Following the updated contextual analysis, it emerged clearly that these groups still face marginalization and discrimination thus the need for continued efforts to ensure that Voice Uganda granting process supports those we claim to support especially through the empowerment grants. Voice implementation in Uganda shall be cognizant of the current realities, such that our granting is responsive to the needs of the marginalized populations. The below info graphic summarises the findings;-

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[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

[3] The Voice focus countries are: Mali, Niger, Nigeria, Kenya, Tanzania, Uganda, Indonesia, Philippines, Laos and Cambodia.

The linking and learning process encourages 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. This includes a total of €35 million available for grants for ten countries, with € 10.3 million left thus far. Most –if not all- the information is available via www.voice.global including all Calls for Proposals and relevant information regarding the grantees.

This grant 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 Uganda@voice.global

Thank you for joining us on this exciting journey!

The Voice 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, and the applicant needs to be legally registered and have a bank account in the applicant's name. For this year, below are the available Grant types:

Empowerment grants: Targeting (informal) groups or organisations to raise awareness, to work on leadership skills, build confidence and skills and work against discrimination of the most marginalised groups. Smaller grants with a minimum of 6 months and a maximum of 18 months, which are accessible for informal groups[4] through for example a partnership with formal organisations. Empowerment grants are available from €5,000 to €25,000.

Sudden opportunity grants: Creating flexibility to undertake joint action to address specific rapid opportunities to influence policy or practice in dealing with a reduction of civic space. The opportunity has to impact 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 €100,000 for a duration between 6 and 12 months.

For each grant modality, 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. 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 and existing grantees, Voice Uganda provides guidelines for themes and subjects that the Call for Proposals could focus upon. This process is repeated on an annual basis for each subsequent call for proposals. We also use an analytical tool, the PowerBi to analyse the applications received in Smartsheets.
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 the groups and are announced on social media.

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[4] Groups which emerge naturally due to the response and common interests of the members of an organisation who can easily identify with the goals or independent activities of the group.

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. Oxfam Uganda Country Office may organise information session on the proposal using creative settings. Dates and venues for such sessions will be published in the Voice social media platforms.
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 is reviewed using an open and transparent assessment method. For Uganda, empowerment grant applications can be submitted through audio and/or video, and need to be submitted in English. Voice screens 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 is 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 be 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 screening is finalised, Voice enters into a Grant Agreement with successful organisations. The Grant Arrangement applies for the period of time required to complete the project. The time plan and approved budget is an integrated part of the Grant Agreement. The Grant Agreement outlines the requirements under the grant and other terms and conditions.

When should your organisation submit an Application?

Calls for proposal will be published annually at a minimum via www.voice.global and www.facebook.com/voice.global.online . Applications for Empowerment grants and Innovate and Learn grants will be accepted on a rolling basis while Influencing grants will only be accepted according to a strict deadline published within the corresponding call for the proposal. This means that proposals can be submitted at any time via www.voice.global but will be reviewed according to the following schedule:

Note: Sudden Opportunity grant applications may be submitted anytime and reviewed on case by case

basis, a decision is made and communicated to you within 4 week of making the application.

Type of grant	Submitted before	Response by	Contracting process
Empowerment grants	31st May 2019	15th July 2019	2nd September 2019
Sudden Opportunity	31st Dec 2019	Within 4 weeks up on the date of receiving the concept note.	

This means that Oxfam Uganda has at least 6 weeks to review all proposals against eligibility and project criteria. After six weeks the rejected applicants will receive a response. Those proposal that are taken to the final stage ("*organisational assessment*") will have up to at least 10 weeks more for proposal and budget revisions, organisational assessments, donor checking and contracting. All applicants will be notified of the outcome of their application, but only those that have undergone a project check will receive detailed feedback.

Regarding outreach, the country team will conduct targeted outreach corresponding with the above cycle. Dates of the outreaches shall be communicated through the Voice website.

Who can make applications?

Applications can only be submitted by organisations which possess legal registration and a bank account in the applicant's name. However, Voice also welcomes applications from informal groups, networks and organisations working in consortium, but the lead applicant in the Consortium must be legally registered and with a bank account in its name.

An informal group is a group that is emerging naturally due to the response and common interests of the members of the group who can easily identify with the goals or independent activities of the group. Informal groups are not officially registered as an organisation but may have statutes or by-laws to help organise themselves or could be recognised at the local level. To receive a Voice grant, an informal group will need to select a host organisation to manage the grant on their behalf. On the application, both the informal group and the host organisation should be listed as the applicant. A formal organisation is officially registered as a Non-Governmental organisation or entity at the national level. This may also include a social enterprise if there is no profitmaking element to it.

A network consists of individuals and/or organisations that share information, ideas and resources to accomplish individual or group goals. Networking is a process of acquiring resources and building power by using or creating linkages between two or more individuals, groups, and/or organizations. Networks tend to be loose, flexible associations of people and groups brought together by a common interest or concern to share information and ideas. If they are not registered they require a host organisation for the purposes of Voice. There are Guidelines for the operationalization of host Agreements – hosting informal groups.

Organisations can independently submit a grant application or form part of a consortium in a joint application. For Voice purposes, a consortium is a cooperation 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 components of it, 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 Voice grants must be submitted using application formats as stipulated and made available by Voice.[5] Applications should be complete and without reservations and submitted via the link provided on the Call for Proposals itself (web form). The first page of the web form will require the applicant to provide some basic information about the organisation as well as its approach to Linking and Learning. This information also needs to be completed for the application to be eligible. The applicant will then upload the project document and project budget (in the formats required). Incomplete applications will be rejected. If you are applying for an Empowerment Grant, Voice is open to receiving applications in different formats (email etc.) especially in situations where internet access is limited. Please contact the Voice country team for alternative methods to apply.[6]

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. Depending on the volume of applications received, we strive to provide detailed feedback in our commitment to transparency and capacity-building.

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. If it has not, please contact uganda@voice.global. We will strive to give a quick response and if relevant will also upload your question to the website.

When will funding decisions be made?

Voice will review all applications received and provide funding decisions with-in six-weeks of the deadline, except for the Sudden Opportunity grants where applications are received on a rolling basis..

The process for approving Sudden Opportunity Grant applications is like that described above, but given the nature of the grant and the need for quick approvals, the application process is revised as a two-stage process which will enable quicker assessments. 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.

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[5] The model application format can be downloaded from http://www.voice.global/
[6] Contact information of country teams is found on the Voice website. http://www.voice.global/

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 complement "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 skills and experiences 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;
- Organisation is target-led in its governance, staffing structure as well as in its implementation follows the principle of Nothing About Us, Without Us.

Unsuccessful Factors:

- Application does not meet criteria;
- Application is 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;
- Funding of commercial services, investment or other commercial activities;
- Over emphasis on staff training.

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 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?

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

1. Threshold or eligibility 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).

At national level 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.

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 of 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

Youth and women are also cross-cutting issues and projects that address double vulnerabilities and/or double discrimination are especially welcomed in all projects.

d. 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[7].

e. The applicant or the lead party (if the application is made by a consortium) is a legally registered not-for-profit civil society or community-based organisation with an operational bank account in the applicant's name.

f. For multi-country grants, the applicant (or a consortium member if the application is made by a consortium) must be registered and based in either Africa and/or Asia.

g. The applicant (or a consortium member if the application is made by consortium) must operate in one or more of the Voice focus countries.

h. The (lead) applicant must be target-led. This means that the target group that the organisation purports to represent governs and manages the organisation and the principle of Nothing About Us Without Us guides the work.

i. The applicant (and all co-applicants, if the application is made in consortium) is an organisation which has core values like 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.

j. 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".

k. For Sudden Opportunity Grants the applicant must demonstrate that, as of 1 January 2019, grants awarded from Voice derive no more than 50% of the total annual income of the applicant organisation. The applicant can demonstrate this is the case on the basis of income over 2017-2018 and/or awards and grants it has secured for future years. In the case of a consortium, annual income of all members may be combined. This means, for example, if the lead organisation derives more than 50% of its annual income from Voice, the annual income from other consortium members may be included.

l. 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	Maximum Length
Empowerment	€5,000	€25,000	18 months
Sudden Opportunity	€5,000	€100,000	12 months

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[7] Behaviour or actions of a group of individuals or organisations working towards a common goal. When individuals or organisations engage in collective action, the strength of the group's resources, knowledge and efforts is combined to reach a goal shared by all parties.

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

Every grant type except empowerment grants, has an eligibility test that walks you through the threshold criteria. It is required to do these tests -which are available on the same web page as the Call for Proposals- and which will help determine your eligibility.

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 generally 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, reflects context analysis findings.

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.

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 project analyses and responds to a new opportunity 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 organisations to be awarded a grant within Voice the organisational assessment needs to be satisfactory in terms of quality. The organisational check must be completed satisfactorily and its entirety. Deficiencies found through the organisational check will be communicated with the applicant to develop a capacity development plan that may be funded by the Voice grant. Organisatons which are determined to be high risk as a result of the organisational check are ineligible for funding.

The organisational 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 organisational assessment is dependent upon the type of grant applied.

The organisations should be open and motivated to learn and interested in the key Voice principles. The answers to their self-assessment could be discussed. The 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, the Voice country team can organise a (brainstorm) 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.

Sudden Opportunity Grants

In addition to organisational assessment criteria of applicants of empowerment grants, applicants of 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.

5. If your application is not successful

You will receive written notification if your organisation has not been approved for funding. We encourage you to contact the in-country Voice country teams to arrange for discussion about your application. 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. After a grant is awarded

What happens if my organisation is approved for funding?

Voice will invite you to discuss and finalise the project. 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, budget, timeline and outputs as needed. From the review of the application, Voice may also have some questions or concerns that we will ask your organisation to review and consider.

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. A copy of the Grant Agreement will be provided by Voice. 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).

An *organisational capacity assessment* will be concluded with grantees, and plans to improve a grantees capacity can be incorporated within the final Grant Agreement. The Grant Agreement will apply for the period required to complete the activities. A time plan and financial projection will be an integrated part of the Agreement. Capacity Development Agreements may be implemented and managed by the Voice Consortium at the request of the grantee. Agreements between consortium partners or host/informal groups will be included as an annex to the Grant Agreement.

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, quality and 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, several 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?

The Voice country and coordination team wants you to succeed. 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 encouraged to contact us to talk about improving your organisations ability (operational, management and technical).

If your organisation is not able to meet the requirements under the Grant, then you must contact Voice country team. 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 because 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 speak to your Voice focal point 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 in terms of milestones and finances. 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 end-of project report. At minimum Voice requires six-monthly reporting.

Please find here a brief summary of the information we would 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 links to the Voice global MEAL framework: Which one of the 3 outlined Voice outcomes is your project contributing to?

B. Milestone plus

In the Milestone plus version we focus on all 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. The Uganda Program Quality and MEL Coordinator is committed to providing support on this.

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, will 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 which is available via https://voice.Uganda/calls-for-proposals-overview/

7. Fraud and Corruption

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 Novib policy will 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 Country Director of Oxfam Uganda and Programme Manager at the global level 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.