



# Grant Manual

## Voice in Cambodia

October 2020

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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 rightsholders 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<sup>2</sup>, and Power of Voices<sup>3</sup> frameworks 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>4</sup>.

Oxfam Cambodia is responsible for Voice Cambodia. Overall, Voice targets five rightsholder groups:

-  People with disabilities;
-  Lesbian, Gay, Bisexual, Transgender, and Intersex community (LGBTI);
-  Women facing exploitation, abuse and/or violence;
-  The elderly/senior citizens and young people;
-  Indigenous groups and ethnic minorities.

Following Cambodia's most recent contextual analysis and experience during the initial phase of Voice, we are focusing on the elderly or senior citizens and their intersections with other rightsholder groups in addition to women and girls.

Over the last few years, there has been strong progress in influencing governments and communities on the inclusion of the elderly. The Cambodian government adopted their National Ageing Policy in 2018, which outlines key priorities related to older people such as financial security, active ageing, and health. The active ageing agenda includes the formation and development of older persons' associations, which have been supported through previous Voice grants. OPAs have been a vehicle for the elderly to influence policies at the

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

<sup>2</sup> <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> <https://voice.global/assets/2019/12/Voice-policy-frame-Extension-English-November-2019.pdf>

<sup>4</sup> The Voice focus countries are: Mali, Niger, Nigeria, Kenya, Tanzania, Uganda, Indonesia, Philippines, Laos and Cambodia.

village and commune level. Voice Cambodia wants to build on these opportunities to further deepen the inclusion of the elderly in Cambodian society.

Much like women and girls, the Elderly intersect the four other rightsholder groups since all of us will become senior citizens in the future. Any progress in areas such as social protection must be inclusive of the elderly from all communities. COVID-19 also places a heavier burden to the elderly who are at higher risk of contracting the disease. Physical distancing restrictions means their movements and important social relationships become more limited, impacting their access to medicine and other support services.

The Voice rightsholder 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 encourages sharing of lessons learned, and provides a forum for mutual learning and empowerment of the rightsholder groups. Voice is an eight-year programme, for which a total of €86 million is available for programme-, grants-, management- and linking and learning costs. This includes a total of €60.2 million available for grants for ten countries, the Voice 2016-2023 Fund.

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.

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 [cambodia@voice.global](mailto:cambodia@voice.global).

Thank you for joining us on this exciting journey!

The Voice family

## 2. What types of grants are 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 or recognised and have a bank account in the applicant's name. The grant types are as follows:



**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 12 and a maximum of 36 months, which are accessible for informal groups<sup>5</sup> through for example a partnership with formal organisations. Empowerment grants can be up to €25,000.



**Influencing grants:** Targeting organisations and networks to strengthen their influencing, lobby and advocacy capacities to amplify the voices of rightsholder groups. Influencing grants that are country specific can be up to €200,000 for a duration of between 18 and 36 months.



**Innovate and Learn grants:** Innovate and Learn grants 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 rightsholders** to participate fully in society. Innovate and Learn grants can be up to €250,000 for a minimum duration of 12 and a maximum duration of 36 months.



**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 impacts one or more of the Voice rightsholders in one or more of the impact themes. Grants responding to a sudden opportunity are available from €5,000 to €200,000 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 rightsholders and grant type.

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<sup>5</sup> 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.

### 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 Cambodia 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 using PowerBi to analyse the applications received via the Online Application System called 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.
Step 3	Support	The application process should be viewed as a capacity building exercise and applicants should receive useful feedback should they be eligible for a project check. Voice Cambodia organises information session on the proposal using creative settings.
Step 4	Screening	<p>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 Cambodia, proposal for empowerment grant applications can be submitted in Khmer or English and in addition to submission of a written, audio, and/or video proposal. All other proposals need to be submitted in English.</p> <p>Voice screens proposal applications against the eligibility and criteria requirements (four to six weeks for screening with extension depending on number of applications received). Proposals which pass these requirements will be subjected to a project check. This assesses each proposal's objectives and activities, how these respond to the rightsholder groups' needs, the monitoring plan, and the soundness of the budget.</p>
Step 5	Selection	Once the screening is complete, recommendations for grant awards plus recommendations for capacity development are be submitted to the Oxfam in Cambodia and the Voice Global Coordination team for approval. Each short-listed application will be rated and ranked using the selection criteria provided below.

Step 6	Agreements	<p>Voice provides selected applicants with feedback to further improve and refine their proposed project and budget. Site visits may be undertaken to ensure that applicants have minimum governance and accounting protocols and/or to review existing programming.</p> <p>The pre-contracting stage does not mean a grant has been awarded to the applicant. Voice reserves the right to reject an applicant if they do not pass an organisational assessment and/or no mutually agreeable proposal and budget can be arrived at.</p> <p>When proposals are 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.</p>
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### *When should your organisation submit an Application?*

Calls for proposal will be published annually on [www.voice.global](http://www.voice.global) and shared via [www.facebook.com/voice.global.online](https://www.facebook.com/voice.global.online), [www.instagram.com/voice.global](https://www.instagram.com/voice.global) or [http://twitter.com/voicetweetz](https://twitter.com/voicetweetz) at a minimum.

This means that proposals can be submitted at any time when calls for proposals are open via [www.voice.global](http://www.voice.global) but will be reviewed according to the following schedule:

Type of grant	Submitted before	Response by	Contract Signing
Influencing grants	<i>Review Cycle 1:</i>	<i>Review Cycle 1:</i>	<i>Review Cycle 1:</i>
<i>Let's make it happen</i>	Dec 11 <sup>th</sup> , 2020 before 5PM	Jan 22 <sup>nd</sup> , 2020	March 5 <sup>th</sup> , 2020

Voice Cambodia aims to review all proposals against eligibility and project criteria within at least 4- 6 weeks. After six weeks, the rejected applicants will receive a response. Those that are taken to the final stage (“organisational assessment”) will have up to 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.

### *Who can make applications?*

Applications can only be submitted by organisations which possess legal registration, or which are officially recognised by for example a commune chief. They need to have and/or open a bank account in the applicant's 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 as a whole. Only the lead party needs to be legally registered, not all 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 social enterprises to implement the project or 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.

International organisations are not eligible to apply as a lead applicant. They can be part of a consortium or play a supporting role in a project. Local organisations who have annual incomes of more than 2 million euros are not eligible to apply.

For Empowerment grants, informal groups can apply through a hosting agreement with a registered organisations. Host organisations can play a variety of roles such as building the capacity of the informal groups or only managing the project's finances. In any case, host agreements need to be submitted when proposals reach the pre-contracting stage. These will clearly describe the roles each group or organisation will take.

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

Applications for grants from Voice must be submitted using the forms made available on the Calls for Proposals. Applications should be complete and without reservations submitted via the appropriate page on [voice.global/cambodia](https://voice.global/cambodia). Please note that the maximum file size of documents that can be received is 250 MB.

On Smartsheets, please 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 after a project check.

Only complete applications will be screened for eligibility. Only eligible applicants who reach the project check will be given feedback. All applicants can however, request for feedback from Voice Cambodia regarding their application.

### *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 hasn't, please contact [cambodia@voice.global](mailto:cambodia@voice.global). We will strive to give a quick response and if relevant will also upload your question to the website.

*When are funding decisions 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 grants which follow a different process. 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 rightsholder groups.
- Voice rightsholders are involved in project conceptualisation, planning, implementation, and monitoring.
- 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 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 rightsholder groups i.e. labour, office, materials and funds.
- Experiences, lessons learned, and methodologies will be documented and shared with rightsholder-groups and other stakeholders.
- Innovative approaches to empowerment and influencing processes of rightsholder groups.

*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, paid transporting costs to have big goods transported
- 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.
- For Influencing and Sudden Opportunity, budget proposed is more than 50% of the annual income of the consortium.

### *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 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 rightsholders(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 existing and/or new groups or events focusing on shared learning and innovation that will work on different learning questions<sup>6</sup>;
- 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 is your application assessed?

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

1. Eligibility or 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).

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<sup>6</sup> Internationally this is known as a Community of Practice.

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

### *Step 1: Eligibility or threshold Criteria*

The eligibility 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/recognition and a bank account in the applicant's name -even if just opened for the purpose of Voice.
- b.** Except for Empowerment grants (informal groups), applications are only open to locally registered Cambodian organisations<sup>7</sup>.
- c.** The project **needs** 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
- d.** The project benefits one or more of the following rightsholder groups
  - Persons with disabilities
  - Lesbian, gay, bisexual, trans-gender, queer, intersex (LGBTQI) people
  - Women facing exploitation, abuse and/or violence
  - The elderly/senior citizens and young people
  - Indigenous groups and ethnic minorities

The elderly/senior citizens cut across all rightsholder groups and many issues facing Cambodia. Projects that address double vulnerabilities and/or double discrimination are especially welcomed in all projects.

- 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<sup>8</sup>.
- f.** 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. Social enterprises are welcome to apply and must be able to show how their social mission is embedded in their organisational processes.

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<sup>7</sup> For the purposes of Cambodia this means registration with the Ministry of Interior.

<sup>8</sup> 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.



- g.** The applicant or the lead party (if the application is made by a consortium) is a local entity with an operational bank account in the applicant's name.
- h.** The applicant or the lead party is preferably rightsholder-led and/or substantially works with Voice rightsholders 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.
- i.** 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 recognising the equal rights of every human being, 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 frameworks of "Dialogue and Dissent", and "Power of Voices".
- k.** For Influencing or Sudden Opportunity Grants, the applicant must demonstrate that, as of 1 January 2020, grants awarded from Voice will 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 2018-2019 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. How to calculate 50%:

Application budget per year

Divided by

Annual Income (For one year or average of two years) PLUS Application budget per year

- 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	Maximum Amount	Length in between
Empowerment	€25,000	12 to 36 months
Influence	€200,000	18 to 36 months
Innovate & learn	€250,000	12 to 36 months
Sudden Opportunity	€200,000	6 to 12 months

- m.** The proposed grant cannot fund activities undertaken in the past.

- n. 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 is not 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 utilise resources to undertake the activities and attain the outputs.
4. Please note that in case INGOs are invited to join as a technical partner by the lead applicant, only direct activity costs can be included in the budget and no management costs or costs of their HQ. In addition for INGO that are in a consortium with local entities, please note that the Annual Income can only be the in-country income and not at global level.

### Empowerment grants

In addition to the general criteria, Empowerment grants are assessed with the following criteria:

1. *Rightsholder Representation*: the degree to which the project and organisation involves, represents and effectively raises awareness, develops transformative leadership, builds confidence and skills of the rightsholders themselves.

### Influencing grants

In addition to the general criteria, influencing grants are assessed with the following criteria:

1. *Rightsholder Representation*: the degree to which the project and organisation involves, represents and effectively amplifies the voices of, and builds the influence of rightsholders.

2. *Advocacy and Lobby*: the degree to which the project supports rightsholders 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 are assessed with the following criteria:

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

### Sudden Opportunity grants

1. *Rightsholder Representation*: the degree to which the project and organisation involves and represents the Voice rightsholder 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 rightsholder groups and/or amplify the voices and build the influence of the rightsholders.

### Step 3: Organisational Check

For organisations to be awarded a grant within Voice (except Empowerment grant), the organisational assessment needs to be satisfactory in terms of quality and completed in 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. Organisations which are determined to be high risk as a result of the organisational check are ineligible for funding.

The organisational assessment is a review of the following: Governance and Integrity, Financial Management and Procurement, Human Resources and Program and Project Management. The scope of an organisational assessment is dependent upon the type of grant applied and there are specific ones for Voice.

Organisations should be open, 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 strengthening needs 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 are 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 rightsholders.
2. *Financial Management:*
  - The quality of financial and administrative management is adequate to safeguard payments and purchases.

## Influencing Grants and Sudden Opportunity Grants

In addition to organisational assessment criteria of applicants of empowerment grants, applicants of influencing or sudden opportunity grants are 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.



## Innovate and Learn Grants

In addition to organisational assessment criteria of applicants, Innovate and Learn Grants are 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 mobilise 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

You will receive written notification if your organisation has not been approved for funding. Detailed feedback is only given to shortlisted proposals (project check) -where possible. As part of the grievance process, you have an opportunity to seek clarification from Voice Cambodia. 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 provides you with 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 that we will ask your organisation to review and consider.

Approval is only conditional upon a mutually agreed upon final narrative and budget proposal as well as passing the organisational assessment. Voice can withdraw its approval at any time.

### *Grant Agreement*

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

Grant Agreements *are* concluded with organisations for a well-defined and described proposal. The Grant Arrangement applies for the period of time required to complete the project/research. The time plan and approved budget are an integrated part of the Grant Agreement. An *organisational capacity assessment* is concluded with grantees and plans to improve a grantees capacity can be incorporated within the final Grant Agreement.

The Grant Agreement outlines the requirements under the grant and other terms and conditions that your organisation will need to adhere to. The Grant Agreement covers among other things performance standards and terms of release of funds that may be in tranches. A copy of the Grant Agreement is provided by Voice. The person with signing authority in your organisation needs to sign the Grant Agreement prior to proceeding with financial management arrangements. Projects approved for funding are normally required to begin within one month of the signing of the Grant Agreement (execution).



rightsholders targeted through 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?

- External Communications and Amplification. Are there any interesting stories do you want Voice to highlight? How are you engaging with other stakeholders or sharing your story?
- Risk analysis and mitigation strategies. To check if these risks are likely to materialise or if there are new risks that we need to address or prepare for.
- Linking & Learning. To jointly explore what have you learnt from the implementation of your project thus far. How are you documenting your learning? What are you and/or the rightsholder groups doing differently as a result the project? 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?
- *Annual Report:* This report cover one whole year of project implementation and is submitted annually via an online online form.
  - The Annual Report is designed to help you capture more detailed insights into the change that your project is bringing about, and how this change happens. It covers the same topics as the progress report with a few additional questions:
    - Evidence of contribution of your project results to the global Voice outcome areas
    - Stories of Change. Which depict 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.
- *End of Project Report:* This report covers the whole project period and is submitted via an online form a month after your project is complete.
  - It's an opportunity for you to highlight key achievements, moments, outcomes and results from your work. It will be good to also reflect on the brilliant failures you learned from.
  - Voice will want to hear more about how you are planning to continue the project or how will you build on your successes.

## Financial reporting

- *Financial Report:* The financial report are also submitted every 6 months. They need to be completed against the approved budget. It is expected that a ledger is kept (i.e. summarising all financial transactions related to the project) and shared.
  - 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 within the same budget heading, 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.

- o 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.
- *Audit Report:* An audit report is only required for all grants over 100,000 EUR. It is to be prepared and submitted after Voice approves the last financial report.

## Forms

The application form, budget template as well as assessment template varies with each Call for Proposal and are available via <https://voice.global/calls-for-proposals-overview/>.

## 7. Fraud and Corruption

Fraud is described as “dishonestly obtaining a benefit by deception or other means”. Voice has “zero-tolerance” to all forms of fraudulent or corrupt activity. This means that Voice, supported through Oxfam Novib and Hivos 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 like to report an incident or have proof, or a justifiable suspicion of unethical, inappropriate and/or corrupt practices within the Voice Country Team or any of its grantees, you may report them through the following confidential channels:

- **Email:** [confidential@voice.global](mailto:confidential@voice.global)
- **Phone (Whatsapp and Signal):** +31 (0) 6-13-322-2688

All reports received will be investigated and, if substantiated, acted upon within a reasonable timeframe. If your concern involves a Voice grantee we will liaise with the Voice country team and/or senior management of either the Hivos or Oxfam office, following due process of the relevant organisation. If your concern relates to the functioning of the Voice country team and/or senior management of the relevant office itself, the Voice Global Programme Manager will coordinate the investigation, again following the relevant policies and processes of either Hivos or Oxfam. The Global Programme Manager will also be responsible for any concerns related to multi-country grantees. If the concern is directly related to the unethical and/or corrupt behaviours of the Global Programme Manager it will go to the Voice Steering Committee.

The whistle-blower can report the event with his/her identity open or anonymously. In all cases, Voice will protect your identity as a whistle-blower. We implement a zero-exposure policy to safeguard you as the source of information that helps us to expose and address wrongdoing. The whistle-blower should therefore exercise due care to ensure accuracy of the information.

For more information, you can review the [Voice Whistle-blower Policy and Procedures](#).