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Voice Tanzania Grant Manual

November 2020 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 Power of Voices 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. Voice is executed by a consortium of Oxfam Novib and Hivos which coordinate the programme at national level in the ten Voice focus countries[3]. In Tanzania, Hivos is responsible for Voice.

At global level, Voice supports five rightsholder groups:

Lesbian, Gay, Bisexual, Transgender, and Intersex people

Indigenous groups and/or ethnic minorities

Vulnerable senior citizens/elderly and young people

Persons with disabilities

Women facing exploitation, abuse and/or violence

These groups are often the hardest to reach. Therefore, innovative approaches to strengthening their capacity on lobby and advocacy as well as their empowerment process are essential. A linking and learning platform which encourages sharing of lessons learned and provides a forum for mutual learning and empowerment of the most marginalised and discriminated groups is also in place for grantees to tap into.

We are living in a rapidly changing world. Voice is committed to consult with stakeholders -especially grantees and rightsholders- on a regular basis. This is crucial in ensuring that our Calls for Proposals and the projects Voice support are grounded in a solid analysis of the context and environment and helps (potential) grantees in designing projects. In 2020, each country team carried out the third exercise of updating the context analysis - after having done the same in 2016 and 2018. In Tanzania, decision on which rightsholder to focus on has always changed whilst maintaining the principle of intersectionality and inclusiveness within Voice.

These groups are often the hardest to reach. Therefore, innovative approaches to strengthening their capacity on lobby and advocacy as well as their empowerment process are essential. A linking and learning platform which

[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.

encourages sharing of lessons learned and provides a forum for mutual learning and empowerment of the most marginalised and discriminated groups is also in place for grantees to tap into.

Initially a five-year programme (2016-2021), in January 2020 an extension contract was signed governing the years 2021-2024. It was the celebratory culmination of a 15-month process, starting with the Mid-Term Review in September 2018 until the approval of the extension proposal in September 2019 and the subsequent signing of the contract. The overall budget for the extension phase (2021-2024) is Euro 36 million for 3 years, with 70% or Euro 25.2 million for grants and 30% or Euro 10.8 million for Programme Management and Linking and Learning costs.

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 hello@voice.global

Thank you for joining us to continue this exciting journey!

The Voice in 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 (lead) applicant needs to be legally registered and have a bank account in the applicant's name. During the extension phase, Voice will continue with the four grant types and in addition introduce a 5th (sub) grant type, called Empowerment Accelerator. It is a graduation grant allowing for a deeper and longer empowerment process for successful previous Empowerment grantees.

Most grant types are extended to 36 months maximum, except for Sudden Opportunity grants which stay at 12 months maximum. Details of the grant types to be awarded are as follows:

Empowerment grant: Targeting (informal) groups or organisations led by rightsholders themselves to raise awareness develop transformative leadership, build confidence and skills, strengthen already existing capacities, and work towards claiming their own empowerment process both at the individual and the organisational level. Smaller grants with minimum of 12 and a maximum of 36 months, which are accessible for informal groups[4] by partnering with formal organisations. Empowerment grants range from €5,000 to €25,000.

The new **Graduation Grant (GR)** or **Empowerment Accelerator** aims to support existing empowerment grantees to continue and sustain the participation of rightsholders. Voice acknowledges that the empowerment process allows rightsholders to gain knowledge, enhance self-acceptance and skills to challenge the status quo. It is a gradual process of growing rightsholders' capacities as both individuals and as groups. The maximum grant size is up to €50,000 with duration of between 18 – 36 months. Only existing empowerment grantees are eligible to apply.

Influencing Grant: Targeting organisations and networks led by (or representatives of) rightsholders who influence on strategic issues identified by rightsholders using innovative and inclusive approaches and tools. Influencing grants that are country specific can be up to €200,000 for duration of between 18 and 36 months. Calls for Proposals are more targeted towards specific policies, opportunities, and solutions identified by the rightsholders themselves in the context analysis.

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-centered innovations that are context-specific and relevant to empowering, amplifying and/or influencing the voices of rightsholders to participate fully in society. Innovate and Learn grants can be up to €200,000 (and for the case of Linking & Learning Facilitation, up to €250,000) for a minimum duration of 12 and a maximum duration of 36 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 civic space which impacts one or more of the Voice rightsholder 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.

[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.

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. 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 having a grant application and reporting process that is accessible, user-friendly and innovative adapted to the rightsholders 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 in Tanzania 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 Calls for Proposals as approved (at least 6-weeks for applicants to respond). Outreach and communication activities are designed to reach potential applicants including the rightsholders of Voice
Step 3	Support	The application process should be viewed as a capacity strengthening exercise and applicants should receive useful feedback after the application is assessed. The Voice team in Tanzania will be available to provide support to applicant's especially small organisations, on how to apply.
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. For Empowerment grants, Voice in Tanzania accepts applications using a variety of media (e.g. audio, video) and any local major languages. All other proposals need to be submitted in English. Voice screens applications against the eligibility criteria requirements (six weeks for screening with a potential extension depending on number of applications received). This is followed by project check and also preliminary assessment of applicant's capacity. 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 discussed.

Step 6	Agreements	Once the assessment is finalised, Voice enters into a Grant Agreement with successful organisations. The Grant Arrangement l 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 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 Hivos East Africa

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

Type of Grant	***Submitted Before***	***Response by***	***Contract Signing***
Tanzania Empowerment, Accelerated! ***(Empowerment Graduation Grant)***	*Any time before 31st December, 2020*	*Four weeks after concept submission*	*9th December, 2020*
#BadoUhuru! ***(Influencing Grant)***	*15th January, 2021*	*26th February, 2021*	*15th March, 2021 (Project Implementation starts February 2021)*

This table will be updated in January 2021, including new Calls for Proposals for other grant types.

Voice in Tanzania 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.

Who can make applications?

Formal and informal organisations can submit applications. Where applications are submitted by informal group of the rightsholders of Voice, then they must partner with a formal organisation which possesses legal registration and 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 collaboration 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 memorandum of understanding (MOU) 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 partnership 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 organisation. Host organisations can play a variety of roles such as strengthening the capacity of 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 in the Calls for Proposals. Applications should be complete and without reservations submitted via the appropriate page on Voice.global/Tanzania. Please note that the maximum file size of attachments that can be uploaded on the online application platform is 250 MB.

On the webform it is recommended to tick the Box: "Send me a copy of the responses," if you need copy of what you submitted. This is also a way to ensure 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 rejected applications, after the 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 in Tanzania 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. 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 organised 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 decides upon your application within six weeks of the deadline according to the schedule above. This does not apply for Sudden Opportunity grant which follow a different process. Note that an organisation can apply for multiple grants but can only be contracted for one at a time. This only applies to the lead applicant thus, you can be a co-applicant in a reasonable number of proposals.

What makes a successful application?

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

- Activities that support and compliment Voice impact themes and rightsholder 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 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 the applicant e.g. labour, office, materials and funds.
- Experiences, lessons learned, 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- see eligibility criteria and/or test for each grant type.
- Application not in Voice format or key questions left unanswered.
- Unreasonable administrative support costs and asset acquisition
- Applications with unreasonable travel cost
- Funding for freight.
- In general, purchase of motor vehicles, land or buildings.
- Lack of competitive costing detail, and charges for application preparation – other than for Seed Funding.
- Activities that are purely service delivery in nature
- Funding of commercial services, investment or other commercial activities.
- Over emphasis on staff training.
- For Influencing and Sudden Opportunity, budget proposed is more than 50% of the annual income of the organisation or consortium.

Financial Guidelines

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

The approved grant amount/contract budget may only be used to cover costs actually incurred and expended during the Grant Period that are verifiable from the Grantee's records and that are allowable, allocable, reasonable and necessary for the performance of the project.

Linking and Learning

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

- Plan for involvement of the rightsholder group(s) and main stakeholders in all project phases and relevant decision-making
- Develop a change agenda for the project and if relevant, for your organisation in general
- Develop your own learning agenda or learning questions

- Join one of the Communities of Practice that will work on different learning questions
- Propose innovative approaches or solutions that can be tested and if successful, be scaled up
- Document and share all the learning and changes happening within your project
- Observe and document trending social and development issues within your area of work
- Engage in gathering stories of change as part of the monitoring and evaluation of the project
- Engage actively with other grantees and the Voice team to overcome challenges and to learn from successes but even more, from 'failures' and challenges

4. How will your application be assessed?

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

1. Threshold criteria: minimum standards that all applications must meet. If an application does not meet all of the threshold criteria, it will be considered ineligible.

2. Criteria relating to the quality of the project proposal (project check).

3. Criteria relating to the quality of the applicant organisation or the lead party of the consortium (organisational check).

For the small grants (empowerment grants up to €25,000, and Graduation grants up to €50,000) a lighter / adapted version of these types of criteria will apply.

Step 1: Threshold Criteria

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

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

b. 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/active citizenship

c. The project benefits one or more of the following rightsholders

- People with disabilities
- Women facing exploitation, abuse, and/or violence
- Vulnerable elderly and young people
- Indigenous groups and ethnic minorities
- LGBTI people

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.

e. The applicant or the lead party belongs to or substantially works with one or more of the rightsholder groups of Voice. For organisations with broader objectives it is also possible to demonstrate this on the grounds of the organisation's track record.

f. 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 being regardless of gender identity, race, colour of skin, nationality or ethnicity, religious belief, disability, sexual orientation, social class and age**.**

g. 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".

h. 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 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.

The table below illustrates how this is computed.

$$\frac{\text{Application Budget (Per year)}}{\text{Annual income PLUS Application Budget per Year}} = \text{\% of income sought from Voice}$$

NOTE: this rule does not apply to Empowerment, Innovate and Learn and Graduation grant applications.

i. A grant application must be for funding of one of the following grant and for an amount and duration corresponding accordingly/as specifically required in the Call for Proposals for that year:

Grant Modality	Maximum Amount	Project Duration
Empowerment	€25,000	12 - 36 months
Empowerment Accelerator	€50,000	18 - 36 months
Influencing	€200,000	18-36 months
Innovate & Learn	€250,000	12 - 36 months
Sudden Opportunity	€200,000	6- 12 months

j. The proposed grant cannot fund activities undertaken in the past or activities that relate to commercial services, investment or other commercial activities.

Step 2: Project Check

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

General Criteria

1. *Context analysis:* the extent to which the proposal, especially the defined problem and objective, reflect context analysis findings- particularly making reference to the Tanzania context analysis available via- https://voice.global/country/tanzania/

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 efficiently utilises 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 and Graduation grants

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

1. *Rightsholder group-led;* an organisation (formal/informal) is rightsholder group-led when it is governed and managed by members of the rightsholder group(s). The principle of **"Nothing About Us Without Us"** guides their work. If the rightsholder groups do not play roles in the governance and management of the organisation, the proposal needs to describe how the groups are fully involved in the conceptualisation, implementation, monitoring, and evaluation of the project.

Sudden Opportunity grants

1. *Rightsholder Group Representation:* the degree to which the project and organisation involves and represents the rightsholders of Voice.

2. *Meeting Opportunities*: the degree to which the application responds to the requisite requirements for sudden opportunities: or threats to civic space, imminent obstruction of justice, widespread attack on vulnerable persons/situation etc; and the degree to which the application is able to apply strategies expected in such situations- collective action, broad partnership reach, non-violent approach etc. In every case, such Sudden Opportunities must be able to raise awareness, develop transformative leadership, build confidence and skills of one or more rightsholders of Voice ; amplify voices and build the influence of the rightsholders of Voice

Step 3: Organisational Check

For organisations to be awarded a grant within Voice, the organisational assessment needs to be satisfactory in terms of quality & risk level. Areas of growth and further development found through the organisational check are communicated to the applicant and a capacity development plan that may be funded by a Voice grant agreed upon. The organisation should be open and motivated to learn and interested in key principles of Voice. Organisations which obtained a high risk assessment are ineligible for funding especially in cases of integrity, accountability and transparency.

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

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

Empowerment Grants

Applicants for Empowerment grants 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 of Voice.

2. *Financial Management:*

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

Other Grants

In addition to organisational assessment criteria for Empowerment grants, applicants of Influencing, Innovate & Learn & Sudden Opportunity grants are also assessed on 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. The applicant (management) encourages and supports internal learning and reflection processes.
- The applicant is capable of mobilising sufficient financial resources, and (where relevant) non-material resources from members/ supporters.
- The applicant is internally transparent and accountable. (Relations between staff, director, and board; quality of decision-making process)
- The applicant maintains relevant institutional relationships with external stakeholders and is seen as credible and legitimate.
- The management is able to deal strategically with external pressure and conflicting demands.

- The applicant formulated objectives with regard to the position of women and issues of gender equality.

2. *Procurement and Finance Management*

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

3. *Programme and Project Management*

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

4. *Human Resources*

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

5. If your application is not successful

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 in Tanzania. Often, this feedback process can assist an unsuccessful applicant to identify weaknesses in their application, to re-think their proposal and possibly to re-apply for the next call for proposals.

6. If your application is successful

What happens if my organisation is approved for funding?

Voice will invite you to discuss and finalise the project during the so-called- 'the Ping-Pong'/negotiation process. This will provide an opportunity to review any changes that may have taken place since writing the application. It also provides an opportunity for Voice and your organisation to review the project risk and make small revisions to the activities, timeline, and outputs as needed. From the review of the application, Voice may also have some questions or concerns for your organisation to review and consider.

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

Grant Agreement

Once the project is finalised, Voice enters 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 *are* concluded with organisations for well-defined and described proposals. The Grant Agreement applies for the period 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 that your organisation needs to adhere to. The Grant Agreement covers among other things performance standards and terms of release of funds that may be in tranches. Voice generates a draft copy of the Grant Agreement for review and final execution by both parties. 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 normally begin within one month of signing the Grant Agreement (execution). General Technical Assistance and Capacity Development in respect of project management, administration, and accounting, among others, always form an integrated part of any agreement involving support from Voice.

How is the Grant Monitored & Evaluated by Voice?

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

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

How does your organisation communicate with Voice?

If your organisation has any questions or concerns about the Grant Agreement or how to report, please do not hesitate to contact us. We are happy to answer your questions and help you with fulfilling the requirements under the Grant Agreement. Your first contact will be outlined in the Grant Agreement. You are also welcome to contact us to talk about improving your organisation's ability (operational, management and technical); the Voice in Tanzania team may have some suggestions on this.

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

How will your organisation report to Voice?

There are 2 main types of reports: narrative and financial. Reports are submitted in accordance to a reporting schedule, payment schedule, and monitoring requirements agreed during the contracting period. These are enumerated in the Grant Agreement. In general, reports are due every 6 months.

A. Narrative reporting

There are 3 different ways of delivering such reports depending on the reporting period. There are Progress Reports (6-month period), Annual Reports (12-months period) and the End of Project Report (entire project period).

1. *Progress Reports:* These capture progress within short time periods and are based on a conversation with the Voice team. The conversation or meeting with the Voice team can be arranged to be done face-to-face or virtually. The Voice team will moderate the semi-structured conversation to cover the following points:

    - The external environment. To identify any significant (positive or negative) changes happening in the local, national, regional, or global context (e.g. changes in existing legislation) that relates to your project and rightsholder group(s).

    - Project implementation update and engagement with stakeholders. How was the implementation? What type of activities are you using to engage with the relevant 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 materialize 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?

2. *Annual Report:* These reports cover one whole year of project implementation and are submitted annually via an 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 or Voices 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.

3. *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.

B. Financial reporting

***Financial Report*:** The financial reports 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.

- 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 appropriate forms such as application form, budget template as well as assessment template vary with each Call for Proposal. The right forms are made available with each Call for Proposal via www.voice.global

7. Fraud/Corruption and Grievances

Fraud is described as "dishonestly obtaining a benefit by deception or other means". Voice has a "zero-tolerance" to any forms of fraudulent or corrupt activity. This means that Voice, supported through Oxfam 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 funds shall have mechanisms in place to manage fraud including prevention, detection, investigations & reporting.

If you like to report an incident or have proof, or a justifiable suspicion of unethical, inappropriate and/or corrupt practice(s) within Voice Tanzania Country Team or any of its grantees, you may report them through the following confidential channels:

- Email: 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 Voice Tanzania will liaise with Oxfam Tanzania and Voice Coordinating team in the Hague, following laid down procedures. If your concern relates to the functioning/inappropriate action of any member of Voice Tanzania country team, Voice Global Programme Manager will coordinate the investigation, again following the relevant policies and processes of 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 whistleblower can report the event with his/her identity open or anonymously. In all cases, Voice will protect your identity as a whistleblower. We implement a zero-exposure policy to safeguard you as the source of information that helps us to expose and address wrongdoing. The whistleblower should therefore exercise due care to ensure accuracy of the information.

For more information on Voice Whistleblower Policy and Procedures, please visit- https://www.voice.global/whistle-blower-policy-procedure/