



# Grant Manual Voice in Lao PDR

Version January 2017



## Table of Content

1. Letter from .....	3
2. What types of grants will be awarded?.....	4
3. How to make an application? .....	4
4. How will your application be assessed?.....	8
5. If your application is not successful .....	14
6. After a grant is awarded.....	14



## 1. A letter from.....

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

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



People living with disabilities;



Lesbian, gay, bisexual, transgender and intersex (LGBTI) people;



Women facing exploitation, abuse and violence;



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



Indigenous groups and ethnic minorities.

These 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 most marginalised and discriminated groups. Voice is initially a five-year programme, 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, the Voice 2016-2020 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

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



have any feedback on how Voice can improve its grant-making, you are very welcome to do so via [hello@voice.global](mailto:hello@voice.global).

Thank you for joining us on this exciting journey!

The Voice family

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

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



**Empowerment grant:** Targeting (informal) groups or organisations to raise awareness, develop transformative leadership, build confidence and skills and work against stigmatisation of marginalised and discriminated groups. Smaller grants with average one year timeframe, accessible for informal groups through for example a partnering with formal organisations. Empowerment grants are available from €5,000 to €25,000.



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



**Innovate and learn grant:** For groups and organisations to test and scale new approaches. Innovation and learning grants are available from €5,000 to €200,000.



**Sudden opportunity grant:** Creating flexibility to undertake collective action to address specific unanticipated opportunities to influence policy or deal with a threatened reduction of civil space which impacts one or more of the Voice target groups in one or more of the impact themes. Grants responding to a sudden opportunity are available from €25,000 to €200,000.

For each modality of grant, there are different approaches related to making applications, assessing grants and reporting against grants. Empowerment grants and smaller grants designed to address sudden opportunities will be more flexible and contain fewer requirements. Influencing and Innovate and Learn grants will contain more requirements to mitigate risk and increase accountability.

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



### 3. How to make an application

Steps	Task	Activities
<i>Step 1</i>	Preparation for calls for proposals.	Based on country contextual analysis, the Global Voice Advisory Board –through the Annual Plan- will provide guidelines for themes and subjects that the Call for Proposals could focus upon. This process will be repeated on an annual basis for each subsequent call for proposals.
<i>Step 2</i>	Calls for proposals	Advertising the Call for Proposals as approved (at least 6-weeks for applicants to respond). Outreach and communication activities will be designed to reach the groups.
<i>Step 3</i>	Support	The application process should be viewed as a capacity building exercise and applicants should receive useful feedback after the application is assessed. Oxfam Country Office Laos organise information session on the proposal using creative settings.
<i>Step 4</i>	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 will be reviewed using an open and transparent assessment method. For Laos while it is preferred to submit in English, applicants can also submit and report in Lao for the Influence and Innovate and Learn grants. Empowerment grant applications can be submitted in Lao only and in addition to submission of a written proposal, through audio and/or video.</p> <p>Voice will screen proposal applications against the eligibility and criteria requirements (six weeks for screening with extension depending on number of applications received).</p> <p>Apart from screening on the basis of eligibility, preliminary assessment of applicant capacity will be made. Site visits may be undertaken as part of the screening process to ensure that applicants have minimum governance and accounting protocols and/or to review existing programming.</p>
<i>Step 5</i>	Selection	Once the screening is complete recommendations for grant awards plus recommendations capacity development will be submitted to the Country Office of Oxfam for approval. Each short-listed application will be rated and ranked using the selection criteria provided below



Step 6	Agreements	Once the project is finalised, Voice will enter into a Grant Agreement with successful organisations. The Grant Arrangement will apply for the period of time required to complete the project. The time plan and approved budget will be an integrated part of the Grant Agreement. The Grant Agreement will outline the requirements under the grant and other terms and conditions.
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### *When should your organisation submit an Application?*

Calls for proposal will be published annually at a minimum via [www.voice.global/laos](http://www.voice.global/laos) and [www.facebook.com/voice.global.online](https://www.facebook.com/voice.global.online). Applications for Empowerment grants and Innovate and Learn grants will be accepted on a rolling basis.

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

Type of grant	Submitted before	Response by
Empowerment grants	<ol style="list-style-type: none"> <li>1. 20 February 2017</li> <li>2. 1 November 2017</li> <li>3. 1 May 2018</li> <li>4. 1 November 2018</li> </ol>	<ol style="list-style-type: none"> <li>1. 7 April 2017</li> <li>2. 15 December 2017</li> <li>3. 15 June 2018</li> <li>4. 15 December 2018</li> </ol>
Innovate and Learn	<ol style="list-style-type: none"> <li>1. 1 May 2017</li> <li>2. 1 November 2017</li> <li>3. 1 May 2018</li> <li>4. 1 November 2018</li> </ol>	<ol style="list-style-type: none"> <li>1. 15 June 2017</li> <li>2. 15 December 2017</li> <li>3. 15 June 2018</li> <li>4. 15 December 2018</li> </ol>
Influencing	<ol style="list-style-type: none"> <li>1. 20 February 2017</li> <li>2. 20 February 2018</li> </ol>	<ol style="list-style-type: none"> <li>1. 7 April 2017</li> <li>2. 7 April 2018</li> </ol>
Sudden Opportunity	Contact Voice Programme Officer in Laos	

The above implies that Oxfam in Laos has six weeks to review all proposals against criteria before announcements are made. Every applicant will be notified of the outcome of their application. 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 of the consortium members. If the application is granted, the lead party is responsible for implementing the consortium’s project. Applicants may form a partnership with other not-for-profit organisations or private companies to implement the project or certain of its components, however, such partnerships must be identified within the grant application. Applications may also include activities to strengthen the capacity of the organisation, please refer to the relevant sections below.

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

Applications for grants from Voice must be submitted using the model application formats as stipulated and made available by [www.voice.global](http://www.voice.global).<sup>4</sup> Applications should be complete and without reservations submitted via the appropriate page on [www.voice.global/laos](http://www.voice.global/laos). Please notice that the maximum file size of documents that can be received is 10 MB.

Voice will send a confirmation by email of receipt of your proposal. The confirmation email will include an application reference number which you should keep. All correspondence in relation to your application will be made with this reference number. Reference numbers will correspond to the country, the type of grant and the date of the Call for Proposals in the following format: <country><type of grant><date(month, year)><application number>.

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

Questions about applying for a Voice grant may be submitted by email or during consultative sessions. The questions will be anonymised and published with answers on the internet where appropriate. Questions can be submitted by email to: [laos@voice.global](mailto:laos@voice.global). Answers will be updated on the Laos country page on [www.voice.global/laos](http://www.voice.global/laos) on a regular basis. Consultative meetings will be held as well details of which will be posted at a minimum on the website [www.voice.global](http://www.voice.global).

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

If you are applying to address an Empowerment grant, Innovate and Learn and/or Sudden Opportunity grant, Voice will decide upon your application within six weeks of receipt according to the schedule above. Please note that an organisation can apply for one grant at a time.

If you are applying for an Influence grant, you must apply before the deadline published in the Call for Proposals; Voice will review all applications received and provide funding decisions with-in six-weeks of the deadline.

### *What makes a successful application?*

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





The following factors are provided as a guide to inform potential applicants of whether or not their application is focused on issues that are encouraged and therefore likely to be considered:

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

#### *Unsuccessful Factors:*

- Application does not meet criteria.
- Application not in Voice format or key questions left unanswered.
- Activities with an unreasonable high proportion of administrative support costs and asset acquisition.
- Funding for freight, 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.

#### *Linking and Learning*

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

- To plan for involvement of the target group(s) and main stakeholders in all project phases and relevant decision making
- To develop a change agenda for the project in particular and if relevant, for your organisation in general
- To develop your own learning agenda or learning questions





- To join one of the existing and/or new groups or events focusing on shared learning and innovation.<sup>5</sup> 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 criteria: minimum standards that all applications must meet. If an application does not meet all of the threshold criteria, it will be rejected.
2. Criteria relating to the quality of the project proposal (project check).
3. Criteria relating to the quality of the applicant organisation or the lead party of the consortium (organisational check).

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

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

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

- a.** Applications can only be submitted by organisations which possess legal registration/recognition and a bank account in the applicant's name -even if just opened for the purpose of Voice.
- b.** Except for empowerment grants, applications are only open to locally registered entities in Laos<sup>6</sup>.
- c.** 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 citizen participation:
- d.** The project will benefit one or more of the following target groups

<sup>5</sup> Internationally this is known as a Community of Practice.

<sup>6</sup> For the purposes of Laos this means registration as an NPA with the Ministry of Interior or as a (social) enterprise or as a locally recognised organisation. The non-negotiable element is a bank account in the organisation's name.



- 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 intersectionality is 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.
- f. 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.
- g. The applicant or the lead party substantially works with the most marginalised and discriminated groups in society (particularly those of the Voice target groups) to build their capacity to lobby or advocate for their interests or to have their voices heard. For organisations with broader objectives it is also possible to demonstrate this on the grounds of the organisation's track record.
- h. The applicant (and all co-applicants, if the application is made in consortium) is an organisation which has core values similar to the objectives of Voice, being the equal treatment and equal rights of every human beings, particularly regardless of gender identity, ethnicity, religious belief, disability, sexual orientation, social class and age.
- i. With exception of Empowerment Grants, the applicant must demonstrate that, as of 1 January 2017, grants awarded from Voice derive no more than 40% of the total annual income of the applicant organisation. The applicant can demonstrate this is plausible on the basis of income over the 2015-2016 period and/or awards and grants it has secured for future years. If the applicant is the lead party, this criterion applies to the whole consortium. Consequently, if one organisation derives more than 40% (30% for large multi-country grant applicants) of its annual income from awards granted from Voice, this may be offset by another party in the consortium.
- j. A grant application must be for funding of one of the following grant modalities and must apply for an amount and duration corresponding accordingly:

Grant Modality	Minimum Amount	Maximum Amount	Maximum Length
Empowerment	€5,000	€25,000	24 months
Influence	€25,000	€200,000 (single country)	36 months



Grant Modality	Minimum Amount	Maximum Amount	Maximum Length
Innovate & learn	€5,000	€200,000	24 months
Sudden Opportunity	€25,000	€200,000	12 months

- k.** The proposed grant cannot fund activities undertaken in the past.
- l.** The proposed grant does not relate to the funding of commercial services, investment or other commercial activities.

### Step 2: Project Check

If the quality of the project is insufficient, the application will not be considered. The project check assesses the quality of the project on the basis of the following 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.
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.

#### 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.



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

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

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

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)

For organisations to be awarded a grant within Voice (except empowerment grant) 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. Organisations which are determined to be high risk as a result of the organisational check are ineligible for funding.

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.

## Influencing Grants and Sudden Opportunity Grants (more than €25,000 and less than €200,000)

In addition to organisational assessment criteria of applicants of empowerment grants, applicants of one-country influencing or sudden opportunity grants will be assessed with the following criteria:

### 1. *Governance and Integrity*

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

### 2. *Procurement and Finance Management*

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

### 3. *Programme and Project Management*

- The applicant has an appropriate monitoring and evaluation process (documentation & data collection, involvement of stakeholders, quality of analysis and learning)

### 4. *Human Resources*





## 5. If your application is not successful

You will receive written notification if your organisation has not been approved for funding. As part of the grievance process you have an opportunity to seek clarification from Oxfam in Laos. 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, 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 mandate provided by the Netherlands Ministry of Foreign Affairs to Oxfam in Laos.

Grant Agreements will be concluded with organisations for well-defined and described proposal. The Grant Arrangement will apply for the period of time 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 of time 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 request of the grantee.

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





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

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

For all projects, recipients will be required to safe keep financial records and receipts for inspection as needed. All grantees will be subject to periodic and regular review and unannounced spot-checks by Voice. Annual audits will be required of all grants valued at more than €100,000. The costs of the audit needs to be included in the budget proposal. Apart from this, a number of 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 also welcome to contact us to talk about improving your organisations ability (operational, management and technical); the Voice team may have some suggestions on this.

If your organisation is not able to meet the requirements under the Grant, then you must contact Voice. The Voice team will try its best to work with you to come up with solutions to help your organisation move forward and learn from setbacks. In some cases, especially as a result of events that are not in your control, you can request a modification of the Grant. A Grant Modification Request is under development. 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. The format and language of the report and the frequency of reporting will depend on the type of grant and grant period and will be included in the grant agreement.

For empowerment grants with a life span of less than a year we will usually ask one narrative report only. 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 to conduct 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.



For grants with a life span of 12 months and above, light-touch reports should be submitted to the Voice Country on a 6 monthly or yearly basis. They should include the following elements:

- Highlights on the most significant changes and lessons learned
- Progress on outcomes and outputs
- Key lessons learnt (successes and challenges) to be used as input to the learning process or
- Key findings/learning from monitoring, learning or impact measurement methodology implemented (outcome harvesting, stories of change).

Financial reporting will also depend on the size and the life span of the grant and will therefore be included in the grant agreement. Financial reports needs 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 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 national 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. The right forms will be made available with each Call for Proposal via [www.voice.global](http://www.voice.global)

### *Policy on Mismanagement and Corruption*

Please note that Voice maintains a zero tolerance policy towards cases of potential mismanagement and corruption. The grant needs to be used for its intended purposes as outlined in the Grant Agreement and any deviation from it needs to be discussed with the Voice Country Team. Overall Voice is committed to preventing, identifying and addressing all acts of fraud and corruption against the programme, through raising awareness of fraud risks, implementing controls aimed at preventing and detecting fraud and corruption, and enforcing the policy.

