

Making All Voices Count

MAKING ALL
VOICES COUNT

A GRAND CHALLENGE
FOR DEVELOPMENT

Open Call for Proposals #1

Grant Application Manual

Starting date: Sept. 24, 2013

Closing date: Nov. 8, 2013

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1. Programme introduction

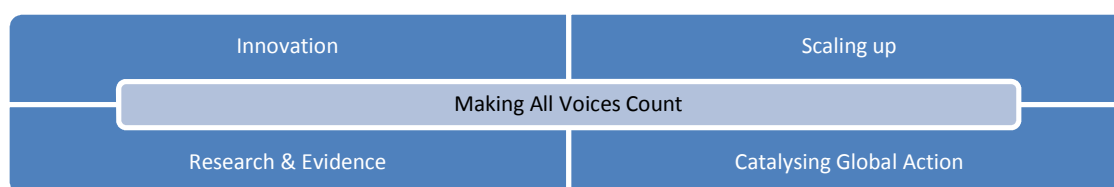
Making All Voices Count: A Grand Challenge for Development is a global initiative that supports innovation, scaling-up and research to deepen existing innovations and help harness new technologies to enable citizen engagement and government responsiveness. The Programme is implemented by a consortium consisting of Hivos (Humanist Institute for Development Cooperation, lead organization), the Institute of Development Studies (IDS) and Ushahidi. The Programme is supported by the U.S. Agency for International Development (USAID), the UK Department for International Development (DFID), Omidyar Network, Open Society Foundations and the Swedish International Development Cooperation Agency (SIDA).

For the next four years, *Making All Voices Count* will support initiatives in up to 12 countries (eight in Africa and four in Asia) as well as global initiatives aimed at having impact in those countries.¹ *Making All Voices Count* will seek inclusive ways to empower all citizens to voice their concerns and demands, and to improve governments' responsiveness and accountability to those citizens. In order to build trusting relationships between citizens and government, the Programme will aim to fund collaborative efforts rather than one-sided approaches, by focusing on four areas:

- Backing innovative ideas and technology solutions
- Scaling up successful initiatives and responses
- Building an evidence base on what works and why
- Catalyzing global attention and action around these issues

The Programme will **offer grants, broker exchanges, and support capacity development**. In addition to granting strategies, the Programme also carries out brokering and capacity development activities to actively stimulate the transfer of ideas and models between actors in different contexts and deploy dedicated staff for capacity development among the grantees and research cohorts. The Programme will stimulate the process of closing the feedback loop by bringing together civic initiatives and government promoters of civic engagement.

Addressing gender inequality is crucial. Any intervention will need to carefully analyze where gender differences occur and what causes them to persist and how these could be tackled by proposed activities. The programme will focus on the empowerment of traditionally marginalized groups, including women. They face barriers including lack of access and training. In addition, when they do have access they are often confronted with software, hardware and content that does not reflect their interests and needs.



¹ Africa: Ghana, Kenya, Liberia, Mozambique, Nigeria, South Africa, Tanzania, and Uganda
Asia: Bangladesh, Indonesia, Pakistan, and the Philippines

2. Call for Proposals

This is the first Call for Proposals (CFP) of *Making All Voices Count: A Grand Challenge for Development*.

2.1 Eligibility: Who Can Apply?

All the grants have to meet a standard set of eligibility requirements and criteria. In addition specific eligibility requirements and criteria are defined per component and type of grant. See the overview in the table on the following page.

This CFP is open to the following applicants:

- Individuals
- Organisations.
For the purposes of this CFP, “organisation” includes: all registered non-government associations; charities or societies; faith-based organisations; community-based organisations; not-for-profit and for-profit companies and corporations; (inter)national non-governmental organisations, social enterprises; and government (any Ministry, department or agency at any level: local, municipal, district, (sub-) regional or national)
- Universities; colleges; academic institutions; research institutes
- Private sector companies and entrepreneurs with a keen focus on development.

General criteria applicable for all grantees:

- *Making All Voices Count* supports only organizations and individuals whose objectives are in line with the objectives of the programme
- Organizations/individuals must uphold the principles of diversity and equality
Organisations/individuals must have a clear gender policy (with the exception for innovation window grantees)
- Organisations/individuals must be result-oriented and have a sound financial plan

General eligible requirement - Organizations

Organizations that meet any of the following characteristics may submit an application:

- Not-for-profit organizations
- Public or non-profit research institutions
- Public or non-profit university or college
- Faith-based, or community based organization
- For profit organisations preferable in partnership with not-for-profit
- Government preferable in partnership with not-for-profit

General eligible requirements - Individuals

Individuals can only apply for the Innovation grants.

- Any individual with the skills, knowledge, expertise and resources necessary to develop and implement the proposed project
- Strong preference for individuals to be hosted by an organization
- Women, persons with disabilities are encouraged to apply

Component	Type of grant	Criteria	Eligibility
Innovation	Innovation grants (£10-40,000) Gender grants (£-40,000)	See general criteria grantees In addition: <ul style="list-style-type: none"> • Scaling potential • Contributes to part of feedback loop allowed • Co-creation methodology • Demonstrable potential impact in programme countries 	Organisations- see general eligibility requirement organisations In addition: <ul style="list-style-type: none"> • Strong preference for partnership Govt/CSO • Government own contribution required • Open for any country Individuals- see general eligibility requirements individuals In addition: Open for any country
Scaling	Scaling grants (£40-100,000) Gender grants (£40-100,000)	See general criteria grantees In addition: <ul style="list-style-type: none"> • Real increase of reach or scale • Concept proven elsewhere, in different sector or for different application • Capacity to deliver at scale Inclusiveness (gender) 	Organisations -see general eligibility requirement organisations In addition: <ul style="list-style-type: none"> • Strong preference for partnership Govt/CSO • Government own contribution required • At least 1 partner in programme country Individuals – not allowed
Research & Evidence	Research grants (£30 - 75,000)	See general criteria grantees In addition: <ul style="list-style-type: none"> • Comprehensive plan for communication of findings • Capacity to deliver • Proven relevance to ToC • Demonstrably filling acknowledged knowledge gap given current state of the field • Relevant methodological design • Coherence between research question under exploration and methodological design 	Organisations- see general eligibility requirement organisations In addition: <ul style="list-style-type: none"> • Not for profit research orgs • Open to any country • Preferably in partnership with actor in programme country Individuals – not allowed

The following are ineligible:

- Political parties or initiatives which aim at proselytizing
- Organizations not adhering to democratic principles
- Any other applicant deemed inappropriate (at the discretion of the Programme)

2.2 Geographic requirements

For this first call, applicants may be based anywhere but must show that their proposed activities have a clear link of demonstrable impact in one of more of the following countries: Ghana, Indonesia, Kenya, Liberia, Nigeria, South Africa, Tanzania, and Uganda.

2.3 Grants available

Applicants may submit **one** project proposal to each grant window as the lead organisation.

Applicants may also submit **one** project proposal to each grant window, in partnership with a different lead organisation.

a) Innovation grants.

Open to Individuals and all Organisations

Duration: Completion within one (1) year of contract signing.

Award range: 10.000-40.000 GBP

Goal: *Supporting innovative ideas, approaches and technological solutions*

Grants will be awarded to encourage innovation that connects and engages citizens and governments to improve government performance. For the purposes of this programme, innovations can include both technological and non-technological approaches.

b. Scaling grants.

Open to Organisations and private sector companies

Duration: Completion within two (2) years of contract signing

Award range: 40.000 – 100.000 GBP

Goal: *Scaling of proven innovations and responses*

Making All Voices Count will support proven concepts that can create impact on scale. Long-term financial support through grants will be combined with tailor-made strategic coaching and targeted capacity development.

c. Research grants.

Open to universities; colleges; academic institutions; research institutes and organizations.

Duration: Completion within three (3) years of contract signing

Award range: 30.000 - 75.000 GBP

Goal: *Building an evidence base on what works (and what does not) and why*

The purpose of this grant mechanism is to build an evidence base in the field of voice, transparency, accountability and government performance. Proposed research projects may use qualitative, quantitative or mixed-methodological research designs, and may include a combination of secondary and primary research. Grants will be disbursed for research projects that will contribute to testing and building an evidence base. The research funds' outcome will be deeper understanding and a more extensive evidence base as to which interventions work, how, why, and when.

Research grants can be divided into 2 categories:

1. **Open Research Grant:** research projects destined to contribute to evidence and theory-building by filling specific knowledge gaps identified in the initial research strategy and others that become apparent as the programme moves forward. A call will be issued twice a year for proposals in line with the research agenda and the prioritized questions. A portion of the funding awarded through this call will be ring-fenced for themes not foreseen in the research strategy, to ensure a degree of open-endedness, responsiveness and room for innovation.

The call will be open. It is anticipated that those responding will be principally actors in academic and applied research circles in OECD² and non-OECD (including programme) countries. To be eligible, the applicant preferably has a partnership (or is part of a consortium) that includes research institutes, universities or NGO³s with research capacity in at least one of the twelve programme countries. These proposals will be appraised by the ROT as well as the *Making All Voices Count* Investment Committee and will follow the general grant procedures. Follow-through will be provided by the *Making All Voices Count* Research and Evidence team as the projects unfold.

2. **Grantees' Research grants:** grants to Innovation and Scaling grantees for real-time research on the initiatives the programme supports them to implement: a form of action research for programme learning and improved practice. These research grants will be made to grantees whose proposed initiatives fit with the research agenda and who are willing and interested to have a research element built into their initiative. Such applicants will be identified at the stage of short-listing and selecting Innovation and Scaling grantees. It is envisaged that these projects focus on issues of importance to development practitioners.

The Programme will conduct research through two components:

1. **Concurrent research.** Short-list Innovation and Scaling applicants will be approached to assess their interest in incorporating research elements into their proposal. This activity will be conducted by the Research Team and will not affect any grantees' budget.
2. **Open call.** Every six months, an open call will be issued to fill specific knowledge gaps that have been identified by *Making All Voices Count* research team.

Research questions fall into six areas, which have some overlaps between them:

- 1 Learning from the first generation of Transparency and Accountability Initiatives (T&A Initiatives)
- 2 Questioning assumptions and exploring risks
- 3 Research on government responsiveness
- 4 Research on citizen engagement
- 5 Research for practice
- 6 Research on impact and effectiveness

²Organisation for Economic Cooperation and Development

³Non-Governmental Organisation

From these six areas and sub-questions, the following research questions have been *prioritized*:

Government responsiveness

- What makes government actors targeted by Tech for T&A Initiatives change their behaviour and act responsively?
 - Have Tech for T&A Initiatives contributed to these changes?
 - What do we know about the effects of different kinds of technological innovation? What do we need to know? How can we know it?
- What makes a champion? In specific cases where government actors have become more responsive and accountable through enhanced citizen voice and appropriate technological solutions, and have become Transparency and Accountability champions:
 - Which have been the critical ingredients (non-technological determinants as well as technological) of these transformations?
 - How are the transformations sustained?
 - How transferable they are to other contexts?
- What kinds of citizen engagement lead to what kind of government responsiveness?
 - Are there relationships between different forms of citizen engagement and different responses or degrees of responsiveness from government actors and institutions?

Exclusion and inclusion

- Who are hard-to-reach potential (currently non-)users of Tech for T&A Initiatives?
- What successful experiences exist of reaching them in ways that have contributed to transformative change in their situations?
- Which social differences or exclusions are narrowed by technologies, which are exacerbated, and which are unaffected?

Citizen engagement in a time of technology

While much research on citizen engagement has been conducted over recent years, there is a need for:

- synthesis of what is known so far from the first generation of T&A Initiatives
- examining what adding technology does to citizen engagement and voice

Scaling up, scaling down or scaling out

- What is known about scaling as a transformative strategy and how does it apply in this field?

Enabling conditions for (tech based) innovation for governance processes

Considerable resources are being channelled into supporting tech-based innovations for improving governance processes. To date little has been done to consolidate knowledge of how to foster contexts and conditions that are conducive to tech-based innovation related to governance challenges.

- How to foster the contexts and conditions conducive to tech-based innovation related to governance?

2.4 Application process

Applications must be submitted through the website (www.makingallvoicescount.org) before the November 8, 2013 at 6:00 PM South Africa time. Handwritten or printed applications sent through any other means will not be considered.

All questions should be sent to grants@makingallvoicescount.org. The last date for submission of any questions for clarifications is November 1, 2013. Answers to all questions will be posted weekly on the website for the benefit of all potential applicants. No individual answers will be given. No correspondence will be undertaken during the application process.

Applicants who have been provisionally selected will be informed by email by January 24, 2014. Assuming there are no factors that exclude them from contracting, they will enter into the contracting phase which will be preceded by an organizational capacity assessment. Provisional selection by the Programme does not automatically lead to the signing of a contract for a grant agreement. The Programme reserves the right to refrain from entering into a contract relationship with a potential grantee, stating the reason why.

Any applicant who has not received a response by January 24, 2014 should consider their proposal unsuccessful. Unfortunately, no feedback can be provided to unsuccessful applicants.

2.5 Application costs and final awards

Applicants are fully responsible for all costs related to the preparation of any project proposal prepared in response to this CFP. The Programme will not cover any costs associated with the preparation and submission of applications, including such costs as information gathering, staff time and travel. Such costs may not be included in the proposal itself.

3. Assessment of the application

3.1. General contents of the application

Making All Voices Count will only support proposals with objectives that are clearly linked to the objectives of the Programme. Using the website application process, all applicants are expected to provide information on:

- How the proposal will address the feedback loop between government and citizens and lead to improved government performance
- How gender issues and inclusiveness will be addressed
- The anticipated number of beneficiaries and a description of their involvement in the activities
- The potential risks and constraints to development or the innovation/implementation
- The contribution and role of partner organisations
- Management and staff of the project
- Evidence of past performance
- How the impact will be monitored and evaluated
- Post-funding sustainability (if applicable)
- Budget for the proposed activity

In conjunction with the grant application form, applicants are invited to attach additional documents if applicable and where possible.

3.2 Inclusivity

All grant applications will be assessed on the extent to which the proposed activity incorporates the principles of equity, diversity and inclusive participation. All applicants are expected to address the impact and/or involvement of traditionally marginalised groups in their proposals.

Among other aspects, applicants may focus on:

- Facilitating access to digital opportunities and capacities that enable their use
- Facilitating the development of tools and online content that respond to their needs and interests
- Involving women, women's organisations, women in universities and civil society organisations working on gender-related issues, in the creation and dissemination of innovative technology and content
- Supporting women's tech groups
- Creating solutions in order to reach women and marginalized communities

3.3 Assessment Criteria for Each Grant Category

In each of the three grant categories, proposals will be assessed based on additional criteria below:

a. Innovation Grants:

- Demonstrated level of collaboration between government on the one hand and civil society and/or private sector on the other hand. Innovativeness of the idea (or combination of ideas); product; service; or approach, including application of an existing model in a new sector. Innovations need not necessarily be technological
- Potential for scale-up or scale-out

b. Scaling Grants:

Scaling out – replication of an innovation in order to increase and spread its impact

Scaling up – expansion of an innovation into the broader system

- Potential for uptake of the idea by proposed target groups
- Clear track record of achievements through constructive engagement with government and non-government stakeholders and institutions
- Considerable outreach/networks with the communities and citizens' groups
- Potential for significant expansion of impact through proposed scale up/out
- Degree to which the concept or initiative is proven
- Demonstration that the necessary preconditions for scalability exist (as reflected in a political economy or similar analysis)
- Demonstrated willingness of a the relevant government entity to partner or otherwise contribute to the proposed project

c. Research Grants:

- Meets the identified research and evidence needs as articulated in the CFP
- Will broaden evidence base and contribute to theory building in this field
- Will contribute to improving performance and practice in field
- Will lead to documentation of emerging insights and good practices to enable their further consideration by other practitioners, initiatives, and interested stakeholders
- Will enable the spread of good practices and scalable impact

4. Granting Process

Making All Voices Count will operate an individual grant dispersion schedule for each grantee, which will be mutually agreed upon, after grantees have been announced. *Making All Voices Count* will provide grant funding as per the agreed schedule in accordance with the fulfilment of grantee obligations, such as adherence to the reporting schedule. Grants are not renewable and are not transferrable.

Grants shall be paid in the currency stated in the grant agreement to the bank indicated by the grantee. The account must be held in the name of the grantee; only in exceptional cases with prior written consent of *Making All Voices Count* may a different payee be agreed upon.

As standard practice, the *Making All Voices Count*-programme does not fund capital expenditure. Change of ownership and/or the disposal of such assets is not allowed without *Making All Voices Count*' explicit and prior consent, duly signed in writing by the programme.

Successful grantees will be obliged to adhere to the following requirements:

- Sign a grant agreement as a contract with Hivos
- Adhere to *Making All Voices Count*'s general conditions
- Meet Key Performance Indicators (KPIs)
- Execute the activities as stated in the final application and inform *Making All Voices Count* should there be unforeseen, substantial changes in work plan or use of budget
- Submit financial and narrative progress reports according to a set schedule
- Adhere to *Making All Voices Count* branding requirements

Failure to meet these obligations may result in withholding of payments or termination of the contract by *Making All Voices Count*.

4.1 Grant administration

Each successful grantee will make an agreement with the *Making All Voices Count*-programme on results, indicators and milestones, frequency and the form in which the grantee will submit reports. Grantees must determine their own results and indicators, aligning with the target group and specific context in which the grantee will operate. The grantee will own the results and the process of result measurement, giving the grantee insight into the effectiveness of their own intervention strategies. The documented outcomes are the basis of the monitoring process, and grants will be based on projected and actual results on deliverables.

Using the submitted reports, *Making All Voices Count* will monitor the efficacy and progress of each project so as to evaluate the project's performance and results and encourage reflection and adaption of the grantee's strategy and management.

The management of each grant will be led by a specific member of the consortium:

Innovation:

Ushahidi will lead the consortium to work from and connect the fast growing technology ecosystem in *Making All Voices Count* countries, especially the network of existing and emerging technology hubs and incubation labs. Ushahidi will work with its global network of developers and Afrilabs to strengthen innovation support and to guide experiments.

Scaling:

Hivos will lead on support to the replication and expansion of successful initiatives to achieve impact at scale in the Programme countries.

Research:

IDS will manage Open Call and Real-time research grants

4.2 Reporting requirements

Making All Voices Count is authorised to conduct a financial audit of the grantee at any time. In addition to adhering to the agreed reporting schedule, grantees must comply and cooperate with any such audit in every way necessary. In the case of a *Making All Voices Count* financial audit, the grantee will be informed in writing beforehand and the results discussed with the grantee before a final report. The applicable type of reports that each grantee must submit will be specified in the grant agreement. Below are brief overall guidelines for annual reports, financial reports and annual audited financial reports.

Annual Reports:

An annual report must be submitted covering the previous calendar year, consisting of a reflection of the past year (results and lessons learnt), the projected activities of the following year (on program, project or institutional level), the budget and the funding plan. The report should also include answers to a set of questions related to the *Making All Voices Count* result indicators of the whole program.

The annual report should include:

- Administrative data
- Narrative report – overview of reporting period; summary of implemented activities; outcomes and outputs as related to agreed indicators; outreach details; organisational changes; conclusions; adjustment in strategy.
- Planned activities for following period – related to project; related to organisation; explanation of divergence with original proposal
- Proposed budget for following period
- Funding plan for following period
- Feedback of overall *Making All Voices Count* result indicators

Financial Reports:

The financial report should include:

- Administrative data
- Financial report – overview of income/expenditures over the reporting period; comparison with approved budget; explanation of differences; financial position of organisation

Audited Annual Financial Reports:

The audited annual financial report should include:

- Balance sheet
- Income/expenditure statement of the entire organisation
- Accompanying explanatory notes
- External auditors report

- Information relating to use of credit fund (where applicable)

In general the above documents must be submitted in hard-copy format showing clearly the approval of an external auditor. PDF copies containing approval may be accepted.

4.3 Monitoring and Evaluation

In accordance with the reporting guidelines, *Making All Voices Count* will assess the performance of grantees based on their activities and submitted reports.

A portion of projects will be evaluated by an external independent evaluator to determine to what extent grantees have achieved their planned results.

Where possible and deemed necessary, projects will be visited by a senior member of the relevant consortium organisation to evaluate written reports in terms of real activity. If it is found that a project has diverged from the original plan or has stagnated, *Making All Voices Count* will address this issue with the grantee, possibly determining alternative goals or in extreme cases, terminating the grant agreement, stating the reason why the Programme decided to do so.

Making All Voices Count operates a monitoring and evaluation policy which -when applied to evaluation of grantees- will include, but not limited to, the following:

- The organisation has a clear purpose and acts on decisions collectively
- The organisation is capable of mobilizing sufficient financial resources
- The organisation is internally transparent and accountable
- The number, composition and expertise of staff is adequate in view of the organisation's objectives and programs
- The organisation 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)
- Evidence of successful project implementation (Increased participation of citizens engaging with government/services)
- Evidence of receptive public feedback
- The quality of financial and administrative management is adequate (Budget, funding plan, financial management, financial report)
- The organisation 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 organisation maintains relevant institutional relationships with external stakeholders and is seen as credible and legitimate
- The increased scope and number of beneficiaries due to the project activities
- The organisation is accountable to and communicates effectively with its primary beneficiaries
- The organisation responds adequately to trends and changes in the context and uses up-to-date strategies and knowledge
- The organisation encourages and supports internal learning and reflection processes

- The organisation is capable of maintaining consistency between ambition, vision, strategy and operations. The management is able to deal strategically with external pressure and conflicting demands
- To what extent has the organisation formulated objectives with regard to issues of equity of women and marginalised populations?
- To what extent does the organisation have internal gender expertise?
- To what extent does the organisation maintain relations with key Gender, Women and Development (GW&D) actors in its context, e.g. women's movement, women's organisations, gender experts?
- What is the percentage of women working in the organisation?
- To what extent is staff working in management or senior staff positions female?
- What do Making All Voices Count and the grantee jointly consider to be capacity development (CD) priorities (including gender quality priorities)? Which issues are most important in view of the objectives of the cooperation?
- How will these be addressed?
- What is the agreed division of roles and responsibilities between Making All Voices Count and the grantee in the CD process?
- Did CD activities take place in the past year?

In the case that *Making All Voices Count* chooses to undergo an evaluation of the grantee, either by allocating an external agency or a designated consortium member, grantees must comply and cooperate with any such evaluation in every way necessary.

4.4 Payments

Making All Voices Count retains the right to suspend payments if the grantee at any time fails to comply with the grant agreement and/or general terms & conditions, including the following events:

- Grantee fails to use *Making All Voice Count* funding in accordance with the submitted proposal
- Applicable reports have not been submitted in accordance with the agreed schedule
- Submitted reports are rejected for failing to meet *Making All Voices Count* requirements

If *Making All Voices Count* fails to assess reports or does not inform the grantee of any discrepancies within two months of receipt of submission, payments will not be suspended. If reports are submitted more than four months after the agreed submission date, *Making All Voices Count* retains the right to cut the following payment amount by 30%.

Making All Voices Count retains the right to reclaim any and all payments, either partially or in full, if the grantee fails to comply with all obligations and conditions as specified in all *Making All Voices Count* agreements and documents.

4.5 Implementation

Any adjustments or changes to any part of the budget, including under-expenditure, over-expenditure, expansion of budget and transfer between budgetary sections as well as changes to the implementation strategy or modification of timeframes must be discussed and approved with the explicit and prior

consent of *Making All Voices Count*. In these cases, Making All Voices Count retains the right to adjust the payment schedule.

4.6 Liability

The grantee is responsible for the performance of activities outlined in the proposal. *Making All Voices Count* shall not be liable for any damages that occur as a result of grantee activities.

4.7 Termination

Making All Voices Count retains the right to terminate the contract if:

- The grantee uses funds for/is engaged in fraudulent activity
- The grantee is engaged in corrupt practices
- The grantee is engaged in child labour practices as defined by the International Labour Organisation
- The grantee violates any prevailing laws relating to labour or environment
- The grantee tolerates discrimination or sexual harassment
- The grantee is no longer able/willing to implement the project in accordance with the grant agreement
- The grantee fails to submit reports within eight months of the agreed submission date
- The grantee transfers the implementation of activities to another entity without the prior explicit consent of *Making All Voices Count*

Termination does not affect the rights of *Making All Voices Count* to reclaim payments.

Making All Voices Count retains the right to modify any and all terms and conditions at any time. Any such modifications will be applicable to all new agreements.

End.