



WOMEN'S  
FUND  
FIJI

# GRANTS MANUAL

The Grants Manual guides the Fund and its grantee partners (existing and potential) on the Fund's grant making and grant management process.

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## Women's Fund Fiji

Women's Fund Fiji is an empathetic and adaptive feminist fund working to influence and mobilise financial and non-financial resources for feminist and women's rights organisations and movements so they can progress the human rights of women, girls, and gender non-conforming people in Fiji.

We have reached an exciting part of our journey as the first women's fund in Fiji, and the Pacific region. We will remain interconnected with our committee members and our partners to ensure the Fund's sustainability, and to support transformative social change. We will secure financial and non-financial support from global feminist and women's funds, private sector investors, local philanthropists and bilateral and multilateral donors. We will continue to be intentional in creating spaces for dialogue that bring out diverse voices to inform our work and operate independently.

We have registered under the Charitable Fund Act of Fiji and have developed a strategic plan, our very first, to guide our work from 2022 to 2024. The Plan builds on our pioneering work in funding and building the capacity of women's organisations, networks and groups in Fiji to enhance their work on women's empowerment and gender equality.

### OUR VISION, MISSION AND VALUES

**Vision:** An agent of change influencing the flow of resources to diverse women, girls, and gender non-conforming people in Fiji

**Mission:** We are an empathetic and adaptive feminist fund that influences and mobilises financial and non-financial resources for feminist and women's rights organisations and movement, and our grantee partners to progress the human rights of diverse women, girls, and gender non-conforming people in Fiji.

**Values:**

- **Feminist:** We are feminist. We promote transformative agency, autonomy, leadership, and decision-making. We are committed to supporting approaches that advance the rights of diverse women, girls, and gender non-conforming people. We practice rights-based approaches, substantive equality, non-discrimination, intersectional and transformative approaches.
- **Flexible & Adaptable:** We are responsive to shifting contexts and circumstances. We are willing to examine the value of strategic opportunities to meet the needs of our partners.
- **Accountable:** We are accountable to ourselves and to the community of people with whom we work, including our grantee partners, funders and the women's and human

rights movements. We are committed to being accountable by appraising and communicating the outcomes of our grantmaking and sharing our learnings.

- **Transparent:** We strive to be transparent in the way we conduct our grantmaking, resource mobilisation, communications, administrative and governance processes, without compromising on the confidentiality and safety of our grantee partners.
- **Inclusive:** We empathetically embrace diversity and are inclusive. We are committed to actively promoting, respecting, and supporting the rights of the most marginalised and oppressed communities of diverse women, girls, and gender non-conforming people in Fiji.
- **Collaborative:** We believe in the power of social movements. We are committed to forging collaborative partnerships with the community of people we work with, including our grantee partners, funders, and allies to achieve shared goals.

## GOVERNANCE STRUCTURE

### GRANTS COMMITTEE

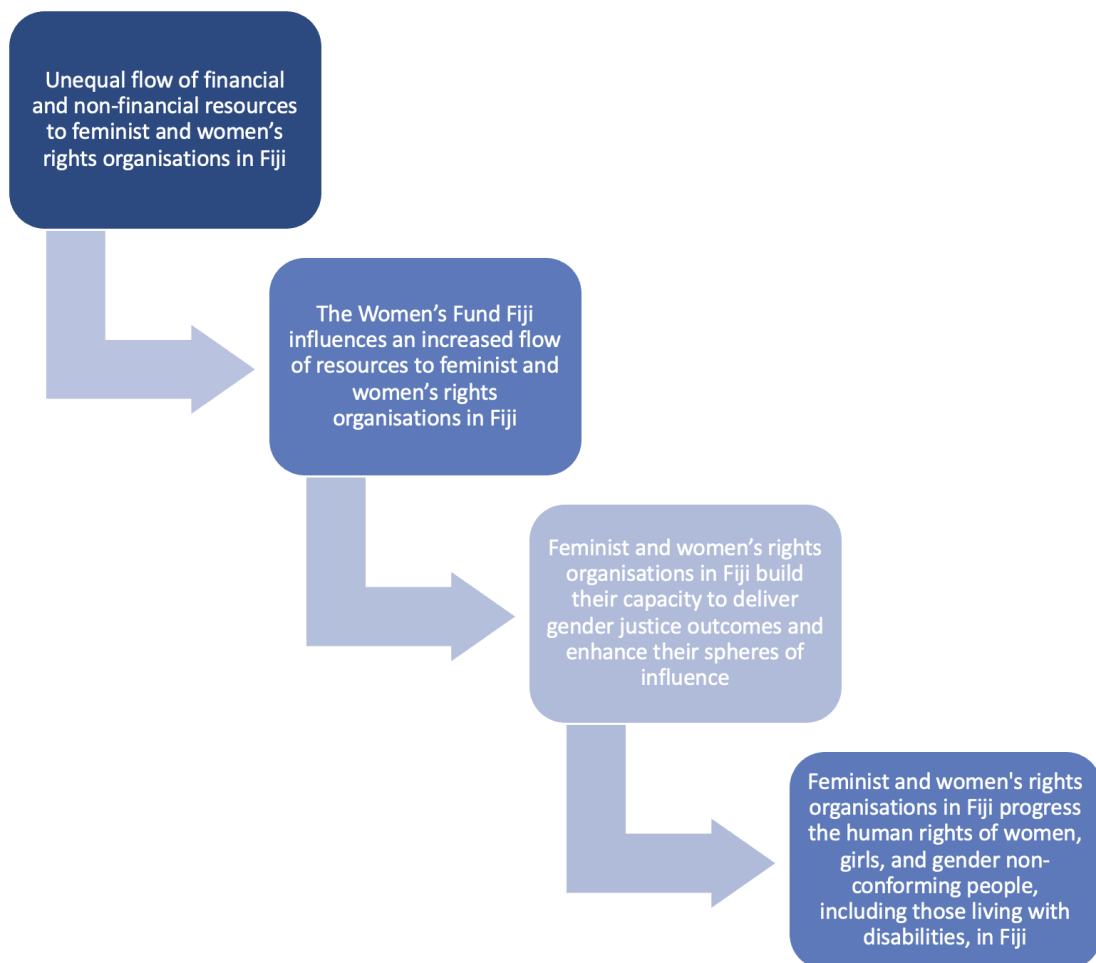
- a) A Grants Committee is established with responsibility for assessing and selecting expressions of interest and proposals for funding and/or technical assistance allocation.
- (a) The Grants Committee is comprised of a representative from the Governance Board and a representative from the Fund ; an external representative from the women’s movement; and two of the following: a representative from the private sector, a representative from the Civil Society Organisation (CSO) sector, a representative with risk management and due diligence experience, a representative from the human rights, Disabled People’s Organisation (DPO), Lesbian, Gay, Bisexual, Transgender, Queer and Intersex (LGBTQI) sectors, and a representative from rural and/or remote community who is working on women’s empowerment. No donors will be on the Grants Committee; instead, a robust reporting process will be undertaken to keep all donors informed about granting operations.
- (b) The membership of the Grants Committee will be reviewed every two years. Members cannot delegate meeting attendance or other Grants Committee business to other persons unless there is an emergency.

## OUR THEORY OF CHANGE

The Fund's theory of change is that when the Fund:

1. Directly funds and builds the capacity of feminist and women's rights organisations and movements in Fiji to deliver gender justice outcomes and enhance their spheres of influence;
2. Influences and mobilises financial and non-financial resources from diverse funding sources to support feminist and women's rights organisations and movements working to enhance women's human rights in Fiji;
3. Builds our governance and operational capacity to establish ourselves as an empathetic and adaptive fund that is responsive to the needs of Fiji feminist and women's rights organisations and movements.

Then there will be a more equal flow of financial and non-financial resources from donors, funders, power holders and decision makers to feminist and women's organisations and movements in Fiji over the period 2022-2024. This, in turn, will mean that feminist and women's rights organisations and movements can progress the human rights of women, girls, and gender non-conforming people in Fiji. The theory of change is depicted in the diagram below.



## Eligibility Criteria

### Applicants must meet all the following criteria:

- Work from a women's rights and feminist perspective
- Promote diverse women's<sup>1</sup> rights as their primary mission. (Consideration will be given to organisations that do not specifically focus on gender but have women focused projects may occasionally receive support from the Fiji Women's Fund if they work with particularly marginalised groups: for example, women within groups of people with disabilities or women within LGBTQI organisations)
- Be governed and led by diverse women in that diverse women must fill 70% of leadership roles at the various decision-making levels/roles of the organisation (including but not limited to senior decision-making roles).
- Focus on one or more of the Fund's thematic areas:
  - Women's Economic Empowerment.
  - Elimination of Violence against Women and Girls.
  - Women's Coalitions for Change.
  - Women's Leadership and Decision-making.
  - Climate Justice and Humanitarian Action

### Further eligibility criteria:

- evidence of registration (e.g., under the *Charitable Fund Act* or as a limited liability company or under the Department of Women or Ministry of Youth and Sports).
- financial, administrative, and decision-making structures in place and functioning in line with good governance and adherence to democratic principles.
- previous experience managing donor funds – for Type A grants previous experience with DFAT or other international donors is required.
- demonstrated commitment to building or contributing to collaborative action such as previous engagement with the women's movement or in joint activities.
- programs or projects which have a desired contribution to wider change such as through networking, sharing of lessons and experience, policy related advocacy, use of popular culture or media; and
- programs or projects which have capacity development or advocacy focussed activities with remote, rural or other marginalised women's groups, organisations and networks.

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<sup>1</sup> The definition of diverse women is adopted from the Pacific Feminist Forum Charter (2016): Refer to specific identities and needs of lesbians, bisexual, trans people, intersex people, fa'afafine, leiti, and other non-heteronormative Pacific identities, women with physical disabilities, women with psychosocial disabilities, sex workers, those living with HIV aids, women living in rural and remote places, young women, the girl child, older women, heterosexual women, women in sports and creative industries.



## GRANTS WILL NOT BE PROVIDED FOR:

- support to individual women or families – such as through scholarships or individual or family assistance payments.
- infrastructure such as community halls, resource centres, roads, or water supplies<sup>2</sup>;
- religious or political activities, i.e., grantee partners must adopt a non-religious<sup>3</sup> and non-political<sup>4</sup>, neutral approach;
- fundraising, donations or prizes.
- repayment of loans or bank overdrafts.
- expenses which have already been paid (retroactive funding);
- purchase of assets such as vehicles, including boats, unless specified in the call for EOIs or demonstrated to be essential for the success of the activity.
- activities which are contrary to the interests of the Fund.
- support activities by partisan political organisations.
- activities / organisations that have a significant component of professional salaries at Australian or ‘expatriate’ rates<sup>5</sup>;
- activities / organisations that are focused primarily on the provision of infrastructure, equipment, freight, or construction / renovation of buildings; and
- grants will not be paid to organisations with proven terrorist activities or links to terrorist organisations.

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<sup>2</sup> From the design mission, it was clear that water and sanitation infrastructure remains a pressing need in a number of areas. As the Fund, will not have the technical expertise to support such construction, the approach will be to link women’s groups with those who do have the capacity. There were also a number of requests for resource centres and community halls during the design mission but it was apparent that a number of these have been constructed and are largely unused due to tensions in the community. It is not feasible or desirable to undertake such construction for all small groups.

<sup>3</sup> Religious activities include the evangelism or missionary outreach and/or the subsidisation of these activities

<sup>4</sup> Political activities include direct or indirect interventions in electoral or party based political activities such as election campaigns, election processes, supporting or opposing a political candidate during elections and contributions to a political party or individual candidate’s fund (even if independent)

<sup>5</sup> This would unduly influence the labour market and would affect the sustainability of the activity.

## Types of Grants:

### 1. Sustainability Grants

Grants that are used to support programs and projects that enhance gender equality in Fiji. The scope and timeline of these projects can be determined by the intended short-term and long-term outcomes of the program or project. These grants will be available for core costs and long-term activities for registered and unregistered organisations. Maximum funding of FJD 150,000 per year. Grantee partners can be small, emergent, and rurally based organisations without previous experience with donors and are established, registered organisations with previous grant experience.

#### APPLICATION PROCESS

##### Step 1: Prepare an expression of interest (EOI)

*\*Existing grantee partners of the Fund will only submit a proposal and due diligence. Please communicate with the Fund Team if you wish to apply for funding.*

The EOI Form helps the Fund learn about the organisation, its strategies, priorities and programs.

Submission of the EOI Form can be done through email, mail, or hand delivery. Where applicable, the Fund will offer the choice of audio-visual applications.

All forms are available on the Fund's website: [www.womensfundfiji.org](http://www.womensfundfiji.org)

##### Step 2: Prepare a proposal and project budget

Women's groups, organisations and networks whose EOIs have been approved by the Grants Committee will be invited to submit a full proposal. The Proposal Form requires applicants to provide details of the proposed project, crosscutting themes, monitoring and evaluation, financial management, work plan and budget, and capacity development support. Support to develop full proposals will be provided by the Fund as needed.

Budgets should reflect actual costs related to the delivery of the proposed program and can cover overheads, program activities, staff costs, travel, training and capacity development and visibility and communications activities.

#### APPLICATION TIMELINE

**New applicants:** A period of five months is anticipated for the entire process.

**Existing Grantee partners Partners:** A period of three months is anticipated for the entire process.

#### ASSESSMENT PROCESS

The Grants Committee assesses both the EOI and the Proposals.



## 2. Movement Building Grants

Movement Building Grants support the organisation and participation in movement building activities that will contribute towards achieving gender equality in Fiji. Maximum funding of FJD 100,000 per year.

Grants will be available to women's groups and organisations that are willing to:

- Organise an event that contributes towards movement-building for gender equality.
- Participate in a local, regional, or international event that enhances their ability to achieve the long-term goals of their group or organisation.
- Access resources as a group or for the capacity support of an individual member of their organisation. The applicant will have to demonstrate how the participation will directly impact the promotion of gender equality by the organisation. These activities should contribute towards key national, regional and international convening's for example Commission on the Status of Women, Beijing+25, Convention on the Rights of Persons with Disabilities, Pacific Islands Forum Secretariat Leaders meetings.

### APPLICATION PROCESS

#### **Expression of interest (EOI)**

The EOI Form helps the Fund learn about the organisation, its strategies, priorities and programs.

Submission of the EOI Form can be done by email, mail or hand delivery. Where applicable, the Fund will offer the choice of audio-visual applications.

Budgets should reflect actual costs related to the delivery of the proposed program and can cover overheads, program activities, staff costs, travel, training and capacity development, and visibility and communications activities.

All forms are available on the Fund's website: [www.womensfundfiji.org](http://www.womensfundfiji.org)

### APPLICATION TIMELINE

A period of three months is anticipated for the entire process.

### ASSESSMENT PROCESS

The Grants Committee assesses the EOI.

### 3. Resilience Grants

Resilience grants support crisis management or crisis activities in the initial or the recovery period of sudden onset crises. Maximum funding of FJD 50,000 per year. These grants are only open to the Fund's current and former grantee partners.

#### APPLICATION PROCESS

An expression of interest (EOI) form for resilience grant must be submitted to the Fund team. All forms are available on the Fund's website: [www.womensfundfiji.org](http://www.womensfundfiji.org)

#### APPLICATION TIMELINE

A period of one month is anticipated for the entire process.

#### ASSESSMENT PROCESS

The Fund Program Team including the Senior Program Manager, Program Officers, MEL Coordinator and Executive Director will assess the EOI. The Fund will have a rotating panel from the Grants Committee, sister funds or the women's movement to provide independent feedback on proposals.

## Due diligence

Due diligence is an appraisal of an organisation prior to signing a grants agreement to ensure the organisation will maintain a certain standard of care. All documents shared will be kept confidential.

For proposals that have been approved by the Grants Committee, the Fund team undertakes a due diligence process using Annex 9: Due Diligence Checklist.

When carrying out a due diligence assessment, there are two inter-linked objectives.

Firstly, the Fund is trying to identify areas in the partner's operational systems (finances, human resources, risk management, governance structures, etc.) that may require support. By identifying these areas, the Fund can offer assistance to help partners better manage grants and enable them to improve their systems more broadly. The due diligence checklist is the tool that enables the Fund to have frank discussions about systems and where these need to be improved. The intention is to have these discussions in a collaborative manner, offering suggestions where we can. We are keen to hear our partners own suggestions and ideas of how their systems can be improved and how we might support this.

Secondly, the Fund is ensuring that funds are carefully managed and used appropriately. The due diligence checklist is an important part of our financial and risk management processes. It helps us to assess the capacity of partner organisations (including subcontractors and grantee partners) to effectively manage, spend and report on donor funds. We can then work with our partners to develop tailored risk mitigation measures.

These two objectives are linked, and the Fund intends them to be beneficial to both parties. We hope that both parties work through the due diligence checklist in a spirit of partnership, respect, and openness for mutual benefit.

## Award

For proposals that have been approved by the Grants Committee, the Fund team will liaise with the grantee to prepare a grant agreement and plan any relevant capacity development. Each grantee who has successfully completed due diligence and is to be awarded a grant, is required to undergo grant agreement orientation which includes obligations within the agreement to ensure that they understand what they are agreeing to.

## Grant Management

**This section is for women’s groups, organisations and networks (‘grantee partners’) that have received grants and relates to the Fund’s standards, policies and guidelines for managing grants.**

Grantee partners are bound by these agreements and as such, should read them carefully and seek clarification from the Fund management team as needed. The grant agreement outlines reporting duties and payments and defines the roles and responsibilities of the grantee and of the Fund.

The Fund grantee partners are responsible for the efficient and effective implementation of the funded projects. These responsibilities include:

- providing suitably qualified and experienced staff to implement the project effectively.
- developing and implementing a project work plan and a monitoring and evaluation plan.
- developing and implementing a risk management framework and ensuring that the Fund team is updated on any risks to the project.
- providing project baseline information (where available) and ongoing monitoring of identified objectives, activities and results.
- ensuring the visibility and acknowledgement of relevant donors and adhering to visibility requirements of such donors<sup>6</sup>;
- receiving prior written approval for any press, media or other announcements or releases relating to the project.
- ensuring that equipment is purchased in line with the Fund’s procurement guidelines as outlined in the Fund’s Operations and Finance Manual.
- ensuring that expenditure is in line with the approved budget and maintaining proper financial records<sup>7</sup>;
- managing the project budget and preparing financial reports as required by the Fund.
- arranging independent external audits as required by the Fund<sup>8</sup>; and
- preparing progress and completion narrative and financial reports using templates provided by the Fund and submitting them via email and/or hard copy in line with timelines specified in each grantee’s grant agreement.

The Fund team is responsible for providing adequate and flexible support to grantee partners. These responsibilities include:

- Assisting in the use of reporting templates and providing monitoring and evaluation support as required. This could involve assistance in developing a monitoring and evaluation plan, identifying appropriate approaches and tools for monitoring, collection and analysis of quantitative and qualitative data, and designing and conducting evaluations.
- Providing opportunities for women’s groups, organisations and networks to share stories of change and lessons learned through peer learning activities.

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<sup>6</sup> For further information, please refer to <http://dfat.gov.au/about-us/corporate/Pages/logos-and-style-guides.aspx#aid-logo>

<sup>7</sup> Changes greater than 10 per cent between budget lines will require an amendment, and significant changes to the work plan will similarly require amendment even if they do not impact on the budget, as they may affect the outcomes of the program.

<sup>8</sup> Where an organisation does not have the capacity to complete routine external audits, these audits may be included in the grant budget as directed by the Grants Committee or a member of the Fund management team may conduct the audit.

- Providing, via the Capacity Development Strategy, tailored support in financial management, gender equality and social inclusion training and other relevant support including communication, governance and monitoring and evaluation.
- Monitoring the implementation of grantee partners projects by conducting field monitoring visits.

The Grantee partners of the Fund are invited to participate in an Orientation Workshop and Networking Tea upon being awarded a grant. Each year all active and inactive grantee partners are invited to an Annual Reflections Workshop to link and learn with the Fund's cohort of grantee partners.

## AMENDMENTS

**The Fund allows for amendments to the original proposal submitted by grantee partners.**

It is possible that during the term<sup>9</sup> of the grant agreement, grantee partners will realise that the work plan or budget may need to change to respond to changing circumstances. These circumstances might include, for example, increased costs of certain activities, or changed numbers of participants. Additionally, the context at the community level may change and new needs may be identified by the, grantee. As long as these changes are in line with the overall objective(s) of the grant and do not exceed the total grant amount, an application must be made in writing to the Fund management.

Amendments can also include changes to the grant agreement period where an extension (costed or no cost) to the agreement end date is required.

Process of seeking amendments:

1. The grantee advises the Fund **before** a change is made.
2. Once the Fund team is notified, the Program Officers will work with the grantee to implement the appropriate variation measure.
3. Both the grantee partner and the Fund should agree to and sign Amendments to commence implementing a change<sup>10</sup>.

## TERMINATION OF GRANT AGREEMENTS

According to the grant agreement, the Fund may terminate a grant agreement at any time, if the grantee:

- Breaches the agreement;
- Becomes financially unable to fulfil its obligations;
- Is wound up by resolution or an order of the court;
- Ceases to carry out activities;
- Ceases to hold any license, qualification, approval, authority, or consent required to comply with its obligations;
- Is listed on a World Bank List or relevant list;
- Is convicted of an offence.

Please refer to the grant agreement for full termination clauses, including Termination by Notice and Termination by Convenience.

## MONITORING, EVALUATION AND LEARNING SYSTEM

<sup>9</sup> Total length of time (often measured in months) between start and finish date of the grant agreement

<sup>10</sup> changes within the upper limit of each budget line, and changes of up to 10 per cent between budget lines can be accepted without the need to amend the Grant; however, the Fund **must** be notified of any changes. Changes greater than 10 per cent between budget lines will require an amendment, and significant changes to the work plan will similarly require amendment even if they do not impact on the budget, as they may affect the outcomes of the program. The grant agreement makes this explicit.



The Fund MEAL Framework has two levels:

**Fund level:** this involves tracking the relevance, effectiveness, efficiency, impact and sustainability of the Fund and fund management. It is based on the Fund's theory of change and Fund Evaluation and Learning Inquiry Questions; and

**Grantee Partner level:** this involves tracking progress with individual grantee partners and the progress of their grants.

The Fund will use the following key MEAL questions to track the progress of grantee partners:

- **Effectiveness:** How well are grantee partner activities progressing towards intended outcomes? How well is the organisation influencing decision-making in local spaces and being recognised by their communities as change agents?
- **Efficiency:** How well are grantee partners managing their grant in relation to their workplan and budget?
- **Sustainability:** How well has the grantee partner organisation developed its capacity due to Fund support? How well has the organisation developed its networks due to Fund support?

The Fund's grantee partners will be oriented and given the Fund's MEAL Plan which details the indicators and guiding questions including reporting forms and MEAL tools at the Fund's Grantee Orientation workshop.

Note: Multiyear projects may be required to undergo a project evaluation at the end of the project. This will be determined by the Grants Committee with advice from the Fund Team during the grant award process. The cost of this evaluation will be factored into the grant agreement budget. The MEAL Coordinator is available to provide support and feedback on the project evaluation process.

## COMMUNICATIONS

The Fund will assist grantee partners to use communications to effectively promote women's empowerment and gender equality. This will be achieved through a range of tailored capacity development activities, which will be designed and resourced, based on specific needs identified by the grantees. These needs will be identified through various mechanisms, including direct feedback from consultations, as well as grantee needs assessments.<sup>11</sup> Methodologies may include technical advice, support, communications workshops, and mentoring. To ensure the efficient use of resources and avoid unnecessary duplication, the Fund will partner with other organisations, including grantees with strong communication skills as appropriate to deliver capacity development activities.

Grantee partners are advised to consult the Fund's Communications Officer when making a press release, media or other announcements. In some instances, the Fund may need to seek prior donor consent to use logos or funding statements therefore it is advisable to consult the Fund's Communication Officer at least three days prior to a release.

## FINANCIAL MANAGEMENT

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<sup>11</sup> The yet to be finalised Capacity Development Strategy is proposing a process where assessment will be done in a series of ways: 1) grantees self-identifying their capacity development needs; 2) the Fund identifying the need through assessment of key organisational documents; 3) the Fund undertaking follow-up meetings / workshops

As a part of the due diligence assessment, the Fund will conduct a financial management system review with each grantee prior to signing the Grant Agreement.

When funds are disbursed, the guidelines below should be followed to manage grants effectively.

The Fund will:

- provide compulsory training on financial management.
- provide targeted technical assistance for financial management and reporting.
- conduct, with the support of the grantee, ad hoc visits to review activities against budget, accounting practices, and recommend actions as necessary.
- ensure that grantee partners prepare progress and completion reports during implementation as per grant agreement.

As noted previously, any changes across or between budget lines less than 10 per cent require the grantee to notify the Fund. Any changes across or between budget lines above 10 per cent will require prior approval by the Fund.

## DISBURSEMENT AND FINANCIAL MONITORING

Different types of grants will require different financial monitoring and reporting; this will be specified in each Grant Agreement. Wherever possible, financial reporting processes will align with the existing processes and systems of the grantee. This will streamline information flows and minimise administrative burdens.

The Fund will manage the discharge of funding as per the finalised Grant Agreement. Disbursement of funds will be in tranches and upon the submission and approval of narrative and financial reports by the Senior Program Manager in consultation with the Finance and Operations Manager.

Financial monitoring of grantee partners will vary according to the amount of funds disbursed, the capacity of the grantee organisation; and the nature of the Agreement which has been entered between the Fund and that organisation.

Where grantee partners are large and established organisations with annual audited accounts, the Fund will accept their annual audited reports as the primary financial reporting mechanism, noting that the grantee should expect to communicate with the Finance and Administration Officer, to clarify any outstanding queries following receipt of the audited report. The Finance and Administration Officer will seek advice of the Finance and Operations Manager in cases where audited annual reports are accepted as the primary financial reporting mechanism.

Smaller organisations, which do not have annual audited accounts, may be assisted by the Finance and Administration Officer to strengthen their financial management systems, and develop a simple reporting process and format.

Any concerns that arise during implementation will be brought to the attention of the Executive Director by the team member monitoring the activity and further action will be taken accordingly. This process will be documented, and the Fund will advise if funds need to be withheld or other action taken.

## INTERNAL CONTROL OF FUNDS

For effective management of the disbursed funds, the following procedures will strengthen partners' internal control systems:

The grantee (whether partners, suppliers, or research entities) must hold a current local bank account in the name of the organisation (i.e., not a personal bank account in the name of an individual<sup>12</sup>).

The grantee must provide full details of their bank account to the Fund prior to receiving any payments. This information, along with details of tranche payments, will be recorded by the Finance and Administration Officer on the Funds Request Template which is an attachment to the Grant Agreement. Only upon completion of the Funds Request Template (or equivalent) will authority be given for the tranche payment to be transferred to the approved bank account for the grantee organisation.

In some cases, if there are concerns about the organisation's capability to effectively manage funds, recipient organisations will be required to open a separate bank account specifically for operations in line with the grant agreement, prior to funds being disbursed. This will be decided on a case-by-case basis.

#### OVER-EXPENDITURE

Over-expenditure is not permitted. Requests for additional funds to the agreed amount will require the approval of the Fund's Grants Committee and result in an amendment to the grant agreement. If prior approval is not sought, the grantee will be required to use its own funds to cater for the over-expenditure. For the Fund to initiate a cost amendment procedure, the grantee partner is requested to advise the Fund at least 30 days prior to the activity.

#### UNDER-EXPENDITURE

The grantee will need to advise the Finance and Administration Officer of any under-spend through the financial reporting process and adjustments to the next tranche payment will be made with the guidance of the Finance and Operations Manager. If there is under-expenditure at activity completion, a refund will be required. This will reduce the total activity expenditure.

Any significant underspend of a grant should be reported to the Executive Director so that funds can be allocated to another activity in collaboration with the Grants Committee.

If a grantee has spent less than 80% of the tranche disbursed, the following tranche will not be disbursed until the Fund management team has received a progressive financial report demonstrating expenditure above 80% in line with project or program objectives. Only then will the remaining 20% be disbursed.

#### SUB-GRANTS

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<sup>12</sup> Where an organisation does not have a bank account, this will be assessed during the due diligence process. The preference of the Fund management team will be to provide the organisation with support to open their own bank account or support them to partner with a larger organisation.

Larger organisations that wish to provide sub-grants to smaller women’s groups, organisations and networks using the Women’s Fund Fiji must address the following:

- undergo a due diligence assessment to determine organisational capacity to perform sub-granting functions;
- undertake due diligence assessment of the sub grantee/s to determine organisational capacity;
- purpose and relevance of the sub grant to the overall proposal.
- relationship of the organisations;
- roles and responsibilities of the organisation and the sub grantee;
- resources and reporting;
- conditionality of financial disbursement;
- monitoring and evaluation; and
- risks and risk management.

#### PROCUREMENT PROCEDURES FOR GRANTEE PARTNERS

All procurement undertaken via the Fund – even at the community level – must be consistent with the Fund’s Procurement Guidelines observing the core principle of achieving value for money.

Value for Money can be defined as a method or approach for striking a balance between a program’s economy, efficiency and effectiveness, comparing the degree to which a project or activity has achieved its intended outcomes against its assessed efficiency in the use of its resources to achieve those outcomes.

Guidelines on Fund Procurement processes are attached to the Grant Agreement. More specific procurement checklists, guidelines and training to support partners undertaking procurement will be provided during the orientation sessions.

## Conflict resolution

**The following conflict management process should be followed when disagreements or issues arise between Fund partners, within partner organisations or between a grantee and a member of the Fund management.** This process can be applied to individuals and groups or organisations. If a complaint is about the relevant Fund personnel, grantee partners are able to bring issues to the next point in the process. For example, if there is an issue with the Program Officer, grantee partners can speak directly to the Executive Director. If there is an issue with the Executive Director, you can speak directly to the Grants Committee. Conflict resolution should only be sought through the Fund if it is directly relevant to Fund support.

**Complaints can be addressed through informal or formal processes.** Informal processes mean that the complaint is either solved between the two parties or is informally mediated by a member of the Fund management team and limited formal written records are maintained about the process. A formal complaint requires consistent and detailed documentation of the process, and any outcomes will be officially documented and followed.

All Fund staff and grantee partners are discouraged from bringing frivolous or vexatious complaints against the Fund. A frivolous complaint is one made without reasonable cause. A vexatious complaint is made with the intent of causing harm, embarrassment, or annoyance, without evidence of any substantive allegation. Fund staff or grantee partners who make vexatious complaints may face disciplinary processes.

**The Fund's conflict management process follows natural justice principles.** This means that both the parties have the right to a fair hearing, with all relevant information will be objectively considered and the rights of all parties protected throughout the process.

## Reports and timelines

Tailored reporting templates have been designed to suit the three different grants. All grantee partners are required to use the appropriate reporting template to provide progress and completion financial and narrative reports. Templates will be provided to grantee partners as part of their orientation pack or can be requested from the Fund's Program Officers.

Below is a brief description of each report and timelines.

- Progress financial and narrative report which summarise activities implemented with disaggregated data, challenges and lessons learnt and financial expenditure for the reporting period.
- Completion financial and narrative report provides an overall summary of activities implemented with disaggregated data, achievements, challenges and lessons learnt and financial expenditure for the entire grant period.
- Reports are submitted to the Fund, through Program Officers. Reports are due every six months unless otherwise stated in the grant agreement.
- End of project evaluation report. An independent evaluation will need to be conducted prior to the closing of the grant. The Fund's MEAL team will provide guidance to grantee partners for the successful completion of the evaluation and submission of the final evaluation report. Only sustainability grant projects more than 2.5 years require evaluation report.

### EXIT INTERVIEWS

When a grantee completes their project and the grant agreement has come to an end, the Fund would like to conduct exit interviews. The purpose of the exit interview is to provide grantee partners an opportunity to provide feedback on the Fund's processes, support and suggestions on how the Fund can improve its work.