

1. PURPOSE

- 1.1. The Other Foundation's grant making seeks to offer as diverse a range of types and amounts of grants to as many different groups as possible, through a variety of grant making windows, in as flexible a manner as possible while ensuring optimal transparency, accountability, relevance, and impact.
- 1.2. The purpose of this policy is to set out the principles, criteria and processes that govern the Other Foundation's grant making practices.

2. GRANT MAKING ETHOS

- 2.1. The Other Foundation is a public, community foundation. All its practices should give expression to meaningful engagement with the community that it exists to support. Participation should therefore be embedded institutionally and reflected in its grant making.
- 2.2. The Foundation will use inclusive participation strategies in its grant making, that advance movement building and expand the circles of those who are involved in LGBTI activism, allowing participants to see commonalities, trends, gaps, limitations and efficiencies in the work of LGBTI organizations in the region and that of the Foundation itself so as to advance LGBTI movement building in the region and inform the strategic development of the Foundation.
- 2.3. While recognizing that competition can promote innovation, reinvention, and advancement and have other valuable benefits, through participatory practices the Foundation's grant making will contribute to reducing the negative effects of competition for funding such as the fragmentation of LGBTI movements in the southern Africa region, and to increasing accountability amongst LGBTI groups in the region for funds that are meant to contribute to movement building.
- 2.4. The Other Foundation's grant making will seek to transform the quality of relationships between funders and grantees so that they are more transparent, engaged, and accountable as mutual partnerships.
- 2.5. The Other Foundation's grant making practices will be guided by its Code of Values and Practice, its Donor Engagement Policy, and a commitment to itself being more accountable through transparent and participatory processes in grant making.
- 2.6. The Other Foundation understands that it cannot be relevant or properly informed without meaningful participatory practices. The Foundation will therefore practice inclusive dialogue with robust debate in its grant making, that brings a rich sense of context and helps the Foundation to stay relevant. Deliberate efforts will be made to ensure that diverse voices, perspectives, contexts, and interests participate in grant making processes – even while recognizing that such inclusive participation practices place the Foundation in the midst of fragmentation, contestation, conflict, and disagreement amongst different LGBTI groups in the region that will be difficult to manage coherently.

- 2.7. The Other Foundation commits to being transparent about its perspectives and priorities for authentic participation as an engaged participant in, and not merely a neutral facilitator of, processes. This will allow it to balance the Foundation's identity and culture as a community foundation with rigor in transparent, accountable, autonomous and independent decision making.
- 2.8. The Other Foundation will organize and give grants in accordance with its declared strategy. The strategy will guide the selection of outcomes, the choice of strategic partners and the allocation of grants.
- 2.9. The Other Foundation will adopt a high risk tolerance level to creativity, innovation, and experimentation in the institutional development and programme implementation strategies proposed by grant seekers, and a low risk tolerance level to bad institutional governance and financial management by grantees.
- 2.10. The Other Foundation will not discriminate against any applicants based on race, religion, sex, age, sexual orientation, class, gender identity or expression, national origin, differentiation in physical ability, or any other factor that does not pertain to the applicants' ability to carry out the work they propose to do that falls within the scope of work that might be supported by the Other Foundation. Grant allocations will be made based on experience, ability, qualification, talent, impact on the LGBTI community and alignment or fit with the Other Foundation's strategy.
- 2.11. The Board of Trustees and the Chief Executive Officer (CEO) may, however, use their discretion to select applications based on regional representativeness, gender balance, and other diversity interests in the work of the Foundation so as to ensure equity in the distribution of grants.

3. SCOPE

- 3.1. A grant is a financial donation made by the Other Foundation to support any individual or organization in thirteen eligible southern African countries to support work that advances or defends the freedom, equality, and social inclusion of homosexual and bisexual women and men, and transgender, intersex and gender non-conforming people (LGBTI people).
- 3.2. The thirteen eligible countries from which grant applications can be accepted are Angola, Botswana, eSwatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Zambia and Zimbabwe.
- 3.3. In exceptional circumstances, the Other Foundation may give grants to organizations that operate at a regional level in Africa or to countries beyond those listed above when a back-donor earmarks funds to be given to a specific organization operating outside of the southern Africa region.

4. GRANT MAKING PRINCIPLES

- 4.1. The Other Foundation's onward grant making will be governed by the following principles:
 - 4.1.1. All grant making processes will be transparent and participatory.
 - 4.1.2. Grant making will be aimed at addressing the interests of LGBTI movements and people in southern Africa.
 - 4.1.3. Each application for a grant will be considered on its own merit.

- 4.1.4. Grants given by the Other Foundation will be publicly declared to ensure optimal transparency and accountability, except in cases where the public disclosure of a grant might endanger the safety of the grantee or beneficiaries of the work being done by grantees.
- 4.2. The Other Foundation seeks to offer as diverse a range of types and quanta of grants, through as many grant making opportunities or 'windows' as possible, to as many different groups as possible across the southern Africa region.
- 4.3. The Other Foundation's Board of Trustees has the ultimate responsibility for all grant making decisions in line with the Foundation's strategies and any restrictions agreed with donors. The Board of Trustees may give certain decision-making responsibilities to the staff of the Other Foundation, under the guidance of its CEO within a documented framework of delegation. Such delegated decisions are subject to scrutiny and review.
- 4.4. The Board of Trustees reserves the right not to approve any grant recommendation that, following due consideration, is determined to fall outside the scope and priorities of the Other Foundation or that conflicts with the Other Foundation's policies or that may be harmful to LGBTI people or damage the Foundation's reputation.
- 4.5. The Board of Trustees reserves the right to allocate and not allocate grants as well as to add and apply conditions to any grant that is given.

5. GRANT MAKING CRITERIA

- 5.1. Only applications from the thirteen eligible Southern African countries shall be considered for the award of grants, except in the case of grants given in terms of clause 1.5 of this policy.
- 5.2. Only applications that seek to advance or defend the freedom, equality, and social inclusion of LGBTI people shall be considered.
- 5.3. Grants will only be given for projects that start after or are still running when the outcome of the application is given. Grants cannot be given for activities, projects, or programmes that have already been completed.
- 5.4. The Other Foundation will provide clear information to individuals and organizations who want to apply for grants at the beginning of every grant making cycle. The Foundation will publish guidance on the submission of grant concept proposals and full proposals, which will accompany every call for applications for grants.
- 5.5. The Board of Trustees may review the criteria for grant making from time to time and if necessary, amend or update it.
- 5.6. There is no restriction on the number of grants that an applicant can apply for in any given grant making cycle. However, each application must be for a different project or purpose. In assessing multiple grant applications from one applicant, the Other Foundation will take into consideration the ability and capacity of the organisation to manage multiple grants along with the organization's financial situation.
- 5.7. All grants given by the Other Foundation will be allocated in South African Rands (ZAR).

6. TYPES OF GRANTS

The Other Foundation will offer four types of grants. These are:

6.1. DISCRETIONARY GRANTS

- 6.1.1. These are emergency grants that are made available to support LGBTI communities, raise visibility, support emergency advocacy strategies and/or other activities, made with the discretion of the CEO of the Other Foundation.
- 6.1.2. The maximum amount allocable under this grant is ZAR 50,000 for work lasting up to 12 months.
- 6.1.3. Discretionary grant allocations must be ratified by the Board of Trustees.

6.2. OPEN CALL PEER REVIEWED GRANTS

- 6.2.1. These grant applications are reviewed and grants then recommended by community members impacted by funding decisions, through participatory assessment processes following a public, open call for grant applications.
- 6.2.2. The final decision about a grant allocation is made by the Board of Trustees.
- 6.2.3. Three different categories of open call peer reviewed grants are made available by the Other Foundation:
 - 6.2.3.1. ***Namaqualand or Daisy Grants***: These are grants given to individuals only, including activists, artists, researchers, and others. The maximum grant amount in this category of grant will be set and revised by the trustees from time to time, for work lasting up to 12 months.
 - 6.2.3.2. ***Inyosi or Honeybee Grants***: These are grants to smaller organizations to support small projects or to get started. The maximum grant amount in this category of grant will be set and revised by the trustees from time to time, for work lasting up to 12 months.
 - 6.2.3.3. ***Hungwe or Fish Eagle Grants***: These are grants given to established organizations that need support for big projects or activities. The maximum grant amount in this category of grant will be set and revised by the trustees from time to time, for work lasting up to 18 months.

6.3. STRATEGIC GRANTS

- 6.3.1. Strategic grants are given to organizations working at a local, national or regional level to support the achievement of specific strategic outcomes that align with the Foundation's movement building and advocacy interests with a defined impact in mind.
- 6.3.2. Strategic grants include:
 - 6.3.2.1. ***Mosu of Umbrella Tree Grants*** that are given to 'anchor' LGBTI organizations working at a national or regional level as general support grants for core institutional support with the aim of reinforcing the sustainability of LGBTI organizing in the region. They also aim to further the strategy of the Other Foundation through movement building.
 - 6.3.2.2. ***Namaqualand Daisy, Inyosi, or Hungwe Grants*** (as described in section 5.2 above) that are given outside of a peer reviewed open call for grant proposals.
- 6.3.3. The Foundation's allocation of strategic grants will be informed by ongoing engagement with the main LGBTI 'anchor' organizations across the southern Africa region through its regular strategy convenings and dialogue with grantees and strategic partners during meetings of the Board of Trustees.

6.3.4. Strategic grants will be approved by the Board of Trustees of the Other Foundation on the recommendation of the CEO of the Foundation after internal assessment and review by the Foundation's programmes, financial management, and grant making administration teams.

6.3.5. The maximum grant amount for strategic grants will be set and revised by the trustees from time to time, for work lasting up to 24 months.

6.4. DONOR ADVISED GRANTS

6.4.1. These are grants received and earmarked for a particular cause or organization and distributed and managed by the Other Foundation on behalf of the back donor.

6.4.2. The donor will stipulate the use of the funds and the recipient cause or organization that must be in alignment with the Other Foundation's mission and values.

6.4.3. Donor advised grants will be managed in the following manner:

6.4.3.1. Proposal documentation, including budgets, submitted by the grantee to the back donor will be sent to the Other Foundation and accepted as the final proposal for the grant without any changes. If such documentation does not exist, the grantee will develop simple documentation including a project description and budget to be submitted to the Other Foundation.

6.4.3.2. All proposal documentation will preferably be acquired from the grantee whose work is being supported and will only be acquired from the back donor in exceptional circumstances.

6.4.3.3. The proposal documentation will be accepted in the format submitted to and acknowledged by the back donor, provided it is submitted in a written form and accompanied by a budget.

6.4.3.4. Additional administrative documentation, such as proof of banking details, will only be requested if approved details do not already exist in the Other Foundation's banking system.

6.4.3.5. Where approved details exist in the Other Foundation's banking system, the grantee will be asked to confirm details before allocation.

6.4.3.6. A grant agreement will be signed between the grantee and the Other Foundation detailing the terms of the grant, including the management of funds, project reporting, dispute resolution, breach and termination of the agreement, and any other special conditions associated with the grant.

6.4.3.7. The grantee may directly send reports on the grant to the back donor. However, the report must also be sent to the Other Foundation.

6.4.3.8. No unique grant reports written specifically for the Other Foundation will be required from the grantee.

6.4.3.9. The Foundation will retain the right to undertake monitoring of the grant and, if necessary, conduct an audit of the use of grant funds in consultation with the donor.

6.4.4. Donor advised grants will be processed by the CEO of the Foundation without the prior approval of the board of trustees of the Other Foundation but the board of trustees must be informed about the grants and ratify the grant allocations.

6.4.5. The Other Foundation will charge a management fee for the processing and management of donor advised grants which will be discussed and negotiated with the back donor on a case by case basis.

6.5. The Foundation will, from time to time, set and adjust target ratios for the proportion of the Foundation's funding that should be made available in each type of grant, and will regularly monitor and review the achievement of those targets.

7. GRANTMAKING PROCESSES

- 7.1. All grants given by the Other Foundation, except for donor advised or earmarked onward grants, are subjected to either external or internal participatory processes of review.
- 7.2. Discretionary and strategic grants will be subjected to a six (6) step review process, namely:
 - 7.2.1. Administrative compliance assessment: All grant applications shall be subjected to initial assessment to ensure they meet the basic criteria for funding. Requests that fall outside the scope of the Other Foundation's focus and strategy shall be rejected.
 - 7.2.2. Financial review: All grant applications shall be subjected to a process of due diligence to mitigate against operational fiduciary and financial risks. This assessment is done to ensure that applicants can effectively manage and account for funds received from the Other Foundation.
 - 7.2.3. Project design, strategic content and risk review: All grant applications shall be subjected to a process of risk management and review to identify potential problems with the project, analyse impact in relation to strategy and prevent and minimise risk to the Other Foundation.
 - 7.2.4. Final assessment by Head of Programmes: All applications that have been successfully reviewed for administrative, financial and risk compliance shall be evaluated for compliance with the Other Foundation's entire system of standards, procedures and follow ups. The application will be assessed for evidence of a clear issue to be addressed in a measurable and achievable manner, value for money and appropriate costing and the financial probity and sustainability of the applicant organisation or fiscal host.
 - 7.2.5. Approval or referral by the CEO: All grant recommendations shall be subject to approval (or approval for a lesser amount) and/or referral to the Board of Trustees, or decline, by the CEO. Only fully assessed grant applications shall be presented to the CEO for final approval and allocation.
 - 7.2.6. Ratification by Board of Trustees: All grant allocations approved by the CEO shall be subject to ratification by the Board of Trustees in line with clauses 3.3 and 3.4 above.
- 7.3. Peer reviewed grant allocations will be made using a five (5) step participatory approach summarized below:
 - 7.3.1. The first step is the assessment of grant concept proposals submitted in a template provided by the Other Foundation (Form G1). All the concept proposals are assessed by an independent panel of peer reviewers who make recommendations for funding.
 - 7.3.2. The Foundation's board of trustees reviews and approves or declines the grant recommendations made by the peer reviewers.
 - 7.3.3. The recommended and or nominated applicants are invited to develop a full grant proposal for submission using a full grant proposal template (Form G6) and budget template (Form G7).
 - 7.3.4. The Other Foundation staff conduct governance, financial, and other due diligence checks based on the submitted grant documents to confirm that the grantee can be supported. If the applicant does not meet the due diligence criteria, the grant may not be taken forward.
 - 7.3.5. The CEO signs off grant allocations for grant applicants that have met the due diligence criteria and that have submitted a satisfactory full proposal, according to the list of grants approved by the Board of Trustees.

8. PEER REVIEW APPLICATION AND SELECTION CRITERIA

- 8.1. The opportunity to be a peer reviewer will be open to everyone who is eligible to apply for funding from the Other Foundation. Selection of peer reviewers shall be governed by the grant making ethos set out in clause 2 above in addition to other measures of transparency, rigor, fairness, and equity.

- 8.2. Participation is not an end in itself. For that reason the Foundation requires some level of technical ability and skill to meaningfully engage in reviews of grant applications and to frame the purpose, usefulness and relevance of the work that is proposed to be supported with a grant. The selection of peer reviewers, taken together as a group, will therefore provide skills, knowledge, ideas, experience, and networks to help others do their work more effectively and efficiently.
- 8.3. The Other Foundation's will publish guidance on the criteria for applications for peer reviewers, which will accompany all calls for applications to be peer reviewers.
- 8.4. The Board may review the criteria for selection of peer reviewers from time to time and if necessary, amend or update the guidelines.
- 8.5. Participation in the peer review process is strictly voluntary and will not be an employment relationship with the Other Foundation. However, the costs of travel to the peer review workshop, visas, food and accommodation for participants will be borne by the Foundation.
- 8.6. The Foundation will notify all unsuccessful applicants in writing about the outcome of their application.

9. CONFLICTS OF INTEREST

- 9.1. To ensure a fair and transparent grant making process, everyone involved in any part of the decision making about grant recommendations and allocations will be required to declare any potential conflicts of interest and remove themselves from all situations that present a conflict of their interests.

10. CONFIDENTIALITY OF INFORMATION

- 10.1. The Other Foundation and everyone involved in the grant making process will respect the confidentiality of privileged information shared by individuals and organizations requesting funding.
- 10.2. The Foundation will protect and act against the disclosure of confidential information to others without the consent of the individuals or groups whose information is transmitted.
- 10.3. Where the Other Foundation is desirous of sharing information about any grant applicants for a legitimate purpose, such as to another donor, it will transparently seek permission from the relevant applicants and encourage anyone seeking the information to do the same.

11. GRANTS MANAGEMENT

- 11.1. Applicants will be notified of the outcome of their application no later than one week after the Board of Trustees or CEO have made their decision about a grant allocation. Any grants not taken up within a period of twenty-one (21) days from the date of communication of a grant allocation will be automatically withdrawn.
- 11.2. Once a grant has been allocated, a grant allocation letter will be sent to the grantee detailing all the required documents that will enable the drafting of a grant agreement.
- 11.3. The Other Foundation's grant agreement will specify the terms and conditions of the grant, including but not limited to the management of funds, project reporting, intellectual property

rights, indemnity and exclusion of liabilities, dispute resolution, breach and termination of the agreement, and any other special conditions associated with the grant.

- 11.4. The grant agreement will stipulate conditions appropriate to the work to be carried out. If the grant is payable in tranches, then payment of subsequent tranches will be dependent on satisfactory progress having been demonstrated.
- 11.5. Except in the case of Namaqualand Daisy grants that are given to individuals, the Foundation will not transfer grant funds to the personal bank account of an individual.
- 11.6. Bank account details of grant recipients for all types of grants given by the Other Foundation must correspond with the name of the individual or organization to which the grant has been allocated, unless, at its sole discretion, the Other Foundation determines that there is a reasonable and legitimate reason why the bank account details differ from the name of the grant recipient.
- 11.7. The Other Foundation has a 'zero tolerance' approach to fraud or other forms of misuse or mismanagement of grant funds that it gives. The Board of Trustees may withdraw a grant for unsatisfactory reporting, irregularities in financial management, or failure to submit reports.
- 11.8. Staff members of the Other Foundation may conduct monitoring visits during the period of a grant and report any risk issues. These visits will assess the progress made against the project proposal and identified outcomes.
- 11.9. If the project is not progressing satisfactorily or there is an under-spend at the end of the project, then all remaining funds must be returned to the Other Foundation unless a revised project budget and activity plan (extension) has been agreed in writing by the Other Foundation before the end of the grant period.

12. FIDUCIARY DUTIES

- 12.1. All grant funds are to be managed prudently and used only for the purposes set forth in the grant allocation letter and the grant agreement unless otherwise agreed in writing.

13. COMMUNICATION

- 13.1. The Other Foundation will accept grant applications in English, French, or Portuguese.
- 13.2. Although efforts will be made to provide for Portuguese and French translation as might be required, the business language of all peer review and other grant making meetings will be English.
- 13.3. The Other Foundation will communicate timeously with its grantees both in formal reporting processes but also outside of the formal timeframes.
- 13.4. The Foundation will keep grantees informed about progress with the work that it does and about developments in the organization through regular mailers and other forms of communication.
- 13.5. At all times the Other Foundation staff will make particular effort to use simple, plain, and clear language when they communicate with grantees.

- 13.6. All grants given by the Other Foundation will be publicly declared on the Foundation's website detailing the type of support given, the amount given, and the recipient of the grant – except in cases where publicizing the allocation of the grant might jeopardize the safety of the grant recipient/s and/or the beneficiaries of the work supported by the grant.
- 13.7. The Other Foundation welcomes feedback from all grantees on the grant making process to ensure efficiency and effectiveness. In the event a grantee is not satisfied with the service, advice or other forms of communication provided by the Other Foundation, they should raise the matter with the Foundation's Head of Programmes or CEO, or through the regular dialogue meetings that the Board of Trustees holds with grantees during trustee meetings.

14. COLLABORATIVE GRANTS

- 14.1. The Other Foundation encourages the building of alliances and networks amongst LGBTI and ally groups. Grants given by the Foundation may therefore involve work undertaken collaboratively by organizations. In such cases, the Other Foundation will allocate the grant to a single partner, who will receive and administer all funds received from the Other Foundation as the lead partner, and prepare and submit all financial accounting reports for the grant.

15. GRANTS TO UNREGISTERED ORGANIZATIONS

- 15.1. The Other Foundation can make grants to unregistered organizations.
- 15.2. If an organization is applying as an unregistered organization and it does not have a bank account in the name of the organization, it shall apply for an *Inyosi* or *Hungwe* grant. The unregistered organization shall be required to have a fiscal sponsor organization that is willing and able to receive and manage the funds for the grant, and to provide the Foundation with a written confirmation of this from the fiscal sponsor organization. The foundation may pay a small administrative fee for this service that will be included in the grant. The unregistered organization must have the fiscal sponsor's written agreement before submitting a full grant proposal.
- 15.3. Any organization that agrees to act as the fiscal host of another project, will receive and administer all funds from the Other Foundation, and will be required to prepare and submit all narrative and financial accounting reports for the project.
- 15.4. In exceptional cases that will be considered on a case by case basis, if an organization is applying as an unregistered organization and it does have a bank account in the name of the organization, it might qualify for any type of grant offered by the Other Foundation and it might not be required to have a fiscal sponsor organization. The chief executive officer and the trustees of the Other Foundation will apply their discretion in making grant allocations in such circumstances.

16. REPORTING

- 16.1. Grantees must submit narrative and financial reports which must be submitted as outlined in a grant agreement.
- 16.2. The Other Foundation may suspend grant activities and require the return of funds for delinquent or unsatisfactory reporting and will consider reporting history in the allocation of future grants.

- 16.3. The Other Foundation may provide a standard narrative reporting template as a help to enable grantees to submit timely and meaningful reports. However, the Foundation will accept grantee reports in the format that the grantee chooses to submit a report, as long as the narrative report fully and accurately describes the activities undertaken, the use of grant funds, and evaluates the progress made towards achieving the purposes of the grant during the reporting period in sufficient detail.
- 16.4. The Other Foundations will provide a standard financial reporting template which should normally be used by all grantees when submitting their financial reports. If an organization has multiple grants from the Foundation, each grant must be separately reported. Grantees will be required to use the same budget categories used in the approved grant proposal, making it possible for line-by-line comparison of the approved budget and actual expenditures.

17. AMENDMENTS TO GRANT AGREEMENTS

- 17.1. Grant amendment requests that are considered by the Other Foundation must all be made in writing and may include:
 - 17.1.1. Extension of the grant period to permit additional time to complete supported activities.
 - 17.1.2. Budget reallocation of funds to allow spending in a manner different than that described in the original approved budget.
 - 17.1.3. Amendment to banking details or contact persons' details.
- 17.2. Grantees must promptly inform the Other Foundation in writing of significant changes in project staffing, organizational leadership, scheduling, or budgeting, when such changes occur during the grant period. The Other Foundation reserves the right to suspend the use of grant funds if the change is considered material to the success of the grant. More significant changes, such as repurposing a grant or modifying the terms of the grant agreement, will require the approval of the Other Foundation's Board of Trustees. Such requests will not be considered as routine changes to grant agreements.

18. VARIATIONS TO THIS POLICY

- 18.1. The Board of Trustees may vary the terms of this policy from time to time as the need arises.