VOICE GLOBAL PERCEPTION BRIEF 2023-24

MARCH 2024

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1. INTRODUCTION AND OVERALL FINDINGS

Between December 2023 and February 2024, the two Monitoring and Evaluation (M&E) Officers of Voice supported the Global Coordination Team in collecting and reflecting on feedback around the implementation of the programme:

— **The Voice Grantee Partners Feedback Survey 2022-23** collected feedback from grantee partners on their experiences with the programme in 2023. A total of 130 valid responses were submitted in January and February 2024.

— **An online survey with country teams** collected feedback from the ten Voice country teams on their experiences with the programme in 2023. A total of 10 valid responses were submitted in January and February 2024.

— **An online discussion by the coordination team** focused on its experiences with the programme in 2023. Contributions were submitted over two sessions in December 2023 and January 2024.

These activities aimed to generate insights that help to improve understanding and collaboration between all grantee partners and Voice in 2024. After analysing all contributions and responses, the M&E Officers produced this perception brief and an executive summary presentation as basis for reflections in meetings throughout the first half of 2024.

After analysing all information collected through the online surveys, the following overall findings emerged as most notable:

1) **On successes and challenges in the different and intersectional rightsholder groups' efforts to promote change:** The country teams highlighted the success of grantee partners in promoting change through empowerment, inclusion, and visibility of rightsholders. They also highlighted the role of L&L in promoting rightsholder participation and linking them with other stakeholders. However, grantee partners also face challenges, such as Voice not providing support for some specific sub-groups or relevant thematic areas as well as not being able to rely on Voice's support in the future. Additionally, project implementation gaps include grantee partners using sub-optimal approaches or not reaching all relevant stakeholders. Overall, many projects were perceived to not have reached the level of real social change, highlighting the need for further support and strategies to address the needs of rightsholders.

2) **On enabling and hindering factors around grantee partners' and rightsholders' efforts to implement their projects as well as to link and learn together:** The country teams highlighted inclusiveness, transparency, and flexibility as well as being trust-based, empowerment-driven, and future-oriented as enabling factors of Voice processes. They also highlighted L&L as a holistic platform for learning and inspirational exchanges that benefits from the high participation of grantee partners. However, they also mentioned hindering factors, such as delays in grantee partner work, potential lack of trust, and poor communication and strategic orientation.

3) **On how Voice can create a conducive environment for grantee partners to continue their efforts in 2024:** The country teams highlighted that Voice needs to enhance its technical support, address human resources issues, and close gaps in support provision. It should also strengthen COPs and utilise L&L communities during the 2024 transition process. Clear communication on closures is crucial, with country teams playing a key role in localising transitions. Furthermore, Voice should strengthen grantee partner ownership and foster a supportive environment, focusing on sustainability and strategic positioning. The transition process should be localised and supported by country teams.

4) **On interactions between grantee partners and Voice:** Many grantee partners were satisfied with the support received by Voice in Grant Management, Linking & Learning (L&L) and Amplification, and Monitoring & Evaluation (M&E). However, several concerns were mentioned. In terms of Grant Management, there were concerns about fund disbursement delays and the short grant period. And while grantee partners appreciated the value of L&L sessions, there seems to be a consensus on the need for improvements in frequency, design, and flexibility. Furthermore, several opportunities to improve M&E were mentioned, such as consistency, clarity, and comprehensiveness of support, as well as aligning monitoring objectives with organisational needs. The suggestions underscore the importance of ongoing collaboration and feedback mechanisms between Voice and its grantee partners to ensure continuous improvement in interactions.

5) **On overall perceptions of grantee partners regarding Voice:** Many grantee partners indicated to likely recommend Voice as a grant facility to other organisations, with only a few being neutral or unlikely to do so. The feedback highlights Voice's strengths in communication, flexibility, capacity building, community engagement, transparency, and collaborative partnerships, which were used to enhance initiatives and their impact.

6) **On what types of resources would be most useful to include in a planned content package:** Many grantee partners suggested that the planned content package should prioritise capacity building, networking, financial planning, technical assistance, and exit strategy development as key resources.

7) **On how Voice could ensure a smooth transition for grantee partners:** Many grantee partners mentioned that Voice's closure process should include networking and partnerships support, capacity strengthening and technical assistance, clear communication with grantee partners throughout the process, as well as clear transition planning and exit strategy development. They also suggested ongoing support to ensure their continued success and impact, as well as financial planning and support during the transition period to ensure the smooth transition to other organisations or donors. These measures aim to enhance their capabilities on project management while emphasising sustainability.

8) **On whether there were any collaborations or partnerships that grantee partners wanted to see established:** Many grantee partners aimed to collaborate with local community-based organisations for peer-to-peer support, governments and the private sector for future success and sustainability, international NGOs like Oxfam and Hivos for capacity strengthening, and the media sector and academics for research-driven insights.

2. THE VOICE GRANTEE PARTNERS FEEDBACK SURVEY

In January and February 2024, Voice gave its grantee partners with active projects in 2023 the opportunity to submit their collective responses to the Voice Grantee Partners Feedback Survey. Contributing to Voice's commitment to mutual accountability, transparency and information sharing, the survey wanted to generate insights that help to improve understanding and collaboration between all grantee partners and Voice in 2024.

The M&E Officers designed the survey in English and French to collect feedback from grantee partners on their experiences with the programme in 2023. The survey served as a follow up to the grantee partner survey conducted for Voice by the Center for Effective Philanthropy in 2021 as well as the Voice Grantee Partners Feedback Survey 2022-23.

About the respondents

The survey recorded responses from 130 respondents that completed the full survey (see Figure 1). The responses correlated closely with the number of projects in each region and on the multi-country level in 2023. They were from Southeast Asia (35.4%), East Africa (33.8%) and West Africa (24.6%) as well as multi-country (6.2%). Overall, the participants in the survey represent more than a third of the grantee partners with ongoing Voice projects in 2023.
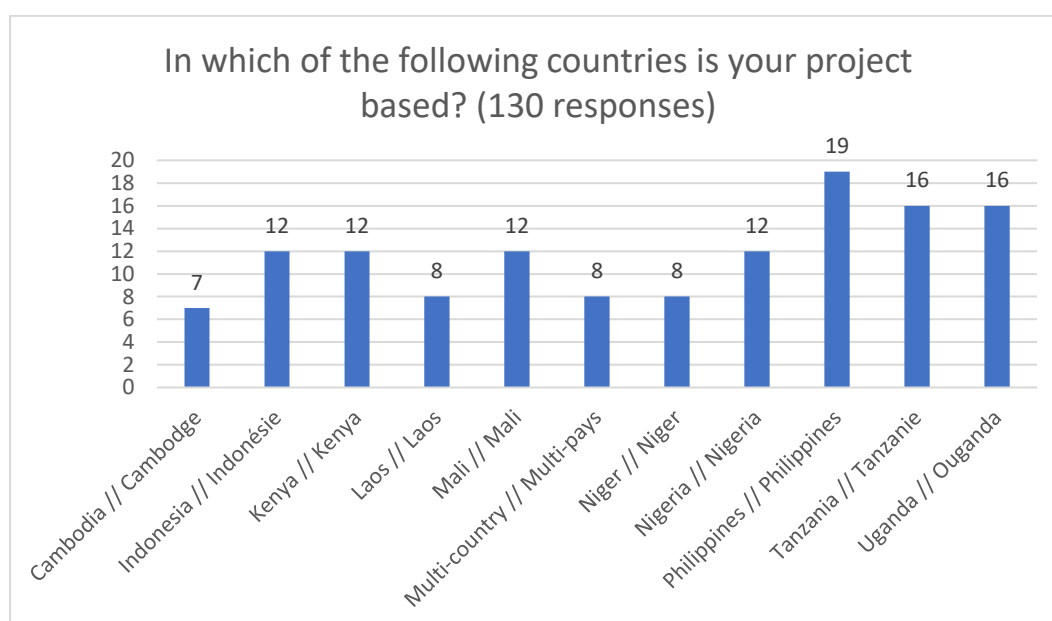
Figure 1. Number of valid responses by project location.

Many respondents indicated that their projects with Voice promote the rights of "Women facing exploitation, abuse and/or violence" (28.3%), "Vulnerable youth and elderly" (24.2%), and "People with disabilities" (21.7%) (see Figure 2). Projects promoting the rights of "Indigenous people and ethnic minorities" (15.1%) and "LGBTI people" (10.6%) were mentioned less often. This overall distribution correlates closely with the distribution of grants among the five rightsholder groups that Voice supports.

On which of the following rightsholder groups is the project focusing on? (130 responses)

Rightsholder group	Count
Count of Women facing exploitation, abuse and/or violence // Femmes en risque d'exploitation, d'abus et / ou de violence	56
Count of Vulnerable youth and elderly // Jeunes et personnes âgées vulnérables	48
Count of People with disabilities // Personnes en situation de handicap	43
Count of Indigenous people and ethnic minorities // Peuples autochtones et minorités ethniques	30
Count of Lesbian, gay, bisexual, transgender and intersex (LGBTI) people // Les minorités sexuelles	21

Figure 2. Respondents indicating the rightsholder group(s) they work with.

Almost half of the respondents (46.9%) have worked in partnership with Voice for two years or more, and most of the other respondents (36.2%) have been with Voice for between one and two years (see Figure 3). Only a minority of respondents (16.9%) have been with Voice for less than one year. This overall trend towards facilitating longer partnerships may be linked to Voice allowing previous grantee partners with "Empowerment" grants to apply for grants to scale up their initiatives with "Empowerment Accelerator" grants as well as the higher-than-planned number of "Innovate and Learn" grants which tend to be of longer duration.

How long has your organisation been in a partnership with Voice? (130 responses)

Duration	Count
Less than 1 year // Moins d'un an	22
1-2 years // 1-2 ans	47
2-3 years // 2-3 ans	24
3-4 years // 3-4 ans	17
More than 4 years // Plus de 4 ans	20

Figure 3. Respondents indicating the duration of their partnerships with Voice.

Effectiveness and impact of Voice projects across the three pathways of change

For the 2023-24 survey, the M&E Officers added a question asking grantee partners about their own perceptions regarding the "effectiveness" of their projects, pointing to Voice's three pathways of change (empowering rightsholders, amplifying their causes and/or influencing key stakeholders). Most respondents (95.4%) rated thei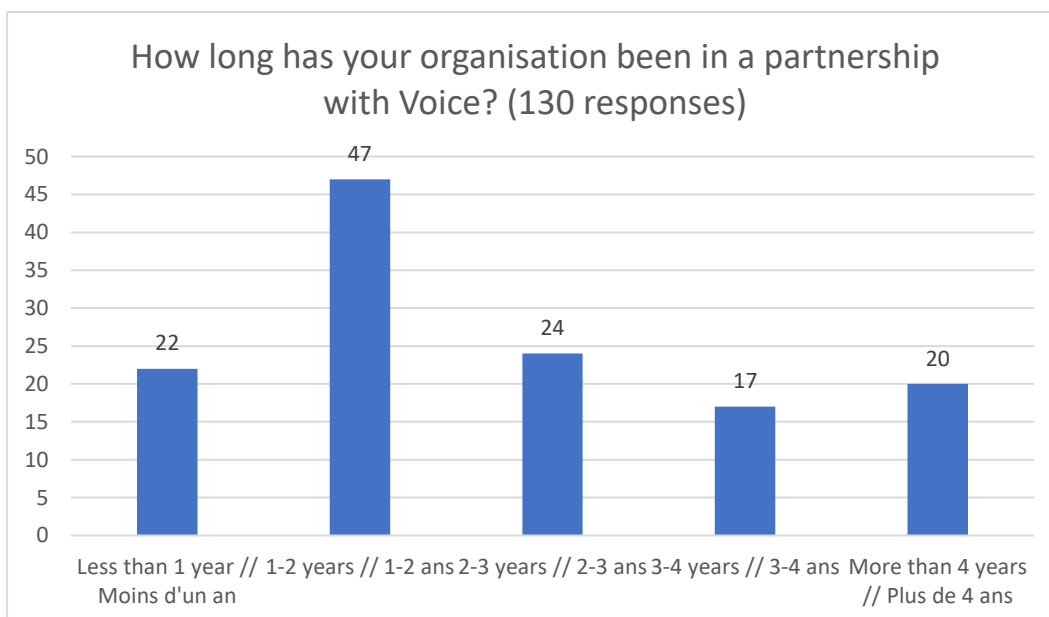r projects as "highly effective" or "effective", while a minority of respondents (4.6%) rated their projects as only "somewhat effective" (see Figure 4). This finding points to a high confidence among grantee partners in their projects with Voice.
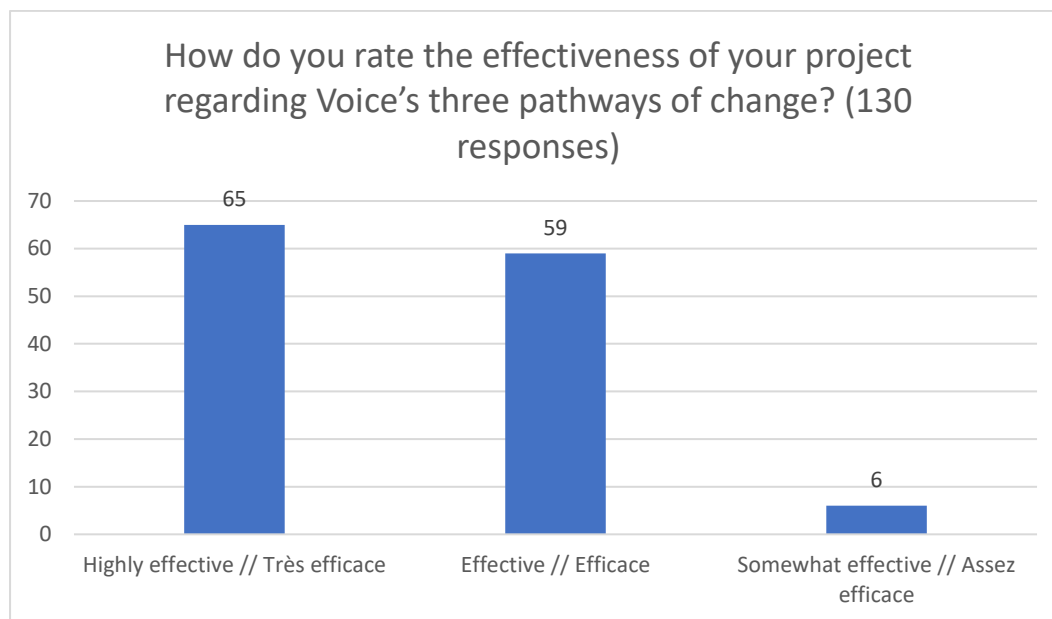
Figure 4. Respondents self-rating the "effectiveness" of their projects.

Summary of narrative responses: How do you rate the effectiveness of your project regarding Voice's three pathways of change?

In terms of empowering rightsholders, a significant majority of 24 responses indicated **positive outcomes resulting from interventions** such as advocacy, capacity assessments, and economic empowerment initiatives. At the same time, 7 responses mentioned successful amplification of voices and influencing key stakeholders.

10 responses emphasised **active participation of grantee partners and rightsholders** as crucial for project success, suggesting that engagement plays a pivotal role in driving project outcomes.

Areas for improvement were also identified, with 6 respondents calling for faster processes, and more flexible interventions. Challenges such as slow processes, delayed fund disbursement, and the need for additional support to fully achieve project goals were noted by 12 respondents.

Sustainability emerged as a notable concern, with 11 respondents expressing difficulties in maintaining achievements beyond project duration. 8 responses stressed the importance of

sustainability strategies, such as capacity strengthening for grantee partners and ensuring policy influence extends beyond the project duration. For example, issues such as stigma, particularly affecting marginalised groups like sex workers, were raised by 4 respondents, underscoring the importance of addressing long-term sustainability challenges.

Overall, a majority of 18 responses conveyed **positive feedback regarding the impact of Voice projects**. For example, improved self-confidence and social interaction among individuals with Down's Syndrome were highlighted in 2 responses, reflecting tangible positive outcomes.

Interactions between grantee partners and Voice

The majority of respondents indicated to be either "very satisfied" or "satisfied" with support received on Grant Management (90.0%), Linking & Learning and Amplification (96.2%), and Monitoring & Evaluation (79.2%), while a minority of respondents indicated being either "neutral", "dissatisfied" or "very dissatisfied" on Grant Management (10.0%), Linking & Learning and Amplification (3.8%), and Monitoring & Evaluation (20.8%) support (see Figures 5, 6, and 7).
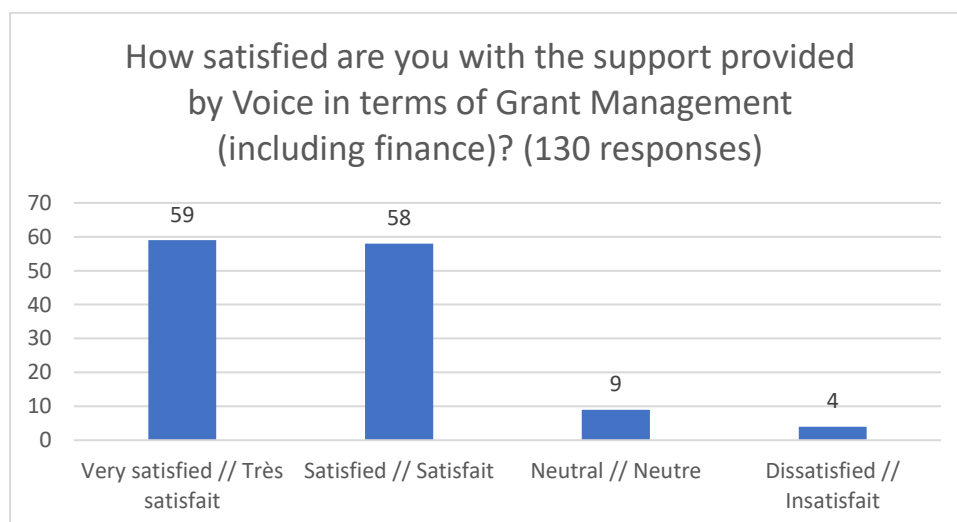
Figure 5. Respondents' satisfaction with Voice's support on Grant Management (including finance).

Summary of narrative responses: How satisfied are you with the support provided by Voice in terms of Grant Management (including finance)?

A total of 22 responses were recorded under this question, with a majority expressing **overall satisfaction with the support received**. Among the positive feedback, 18 respondents highlighted the transparency, professionalism, and timeliness of financial management support provided by Voice. They appreciated the collaboration, encouragement, and professionalism demonstrated by the Voice team, noting its effectiveness in promoting unity, and innovation, and complementing their activities. Furthermore, 15 respondents praised the timely support and

updates regarding fund disbursement, with many mentioning the helpfulness of the Voice team in guiding them through project activities and providing necessary assistance.

However, there were also **areas for improvement** identified by the respondents. A recurring concern, mentioned by 10 respondents, was the delay in fund disbursement, which adversely affected programme implementation. Another issue highlighted by 8 respondents was the short duration of the grant period, with suggestions for extending it to achieve more significant results and impact. Additionally, 7 respondents expressed the need for more regular follow-up sessions and reminders, especially for young organisations, to fully grasp the terms of the grant. Finally, 6 respondents emphasised the importance of scaling up projects to reach more rights holders and expanding the duration of the grant period.

Despite these challenges, the respondents appreciated the support and responsiveness of the Voice team, with 17 respondents expressing **gratitude for the assistance provided**.

In conclusion, while most respondents were satisfied with the support provided by Voice on Grant Management, there were notable concerns regarding fund disbursement delays and the short duration of the grant period. Addressing these issues, along with implementing suggestions for improvement, could help to enhance the effectiveness of Voice's support to grantee partners.
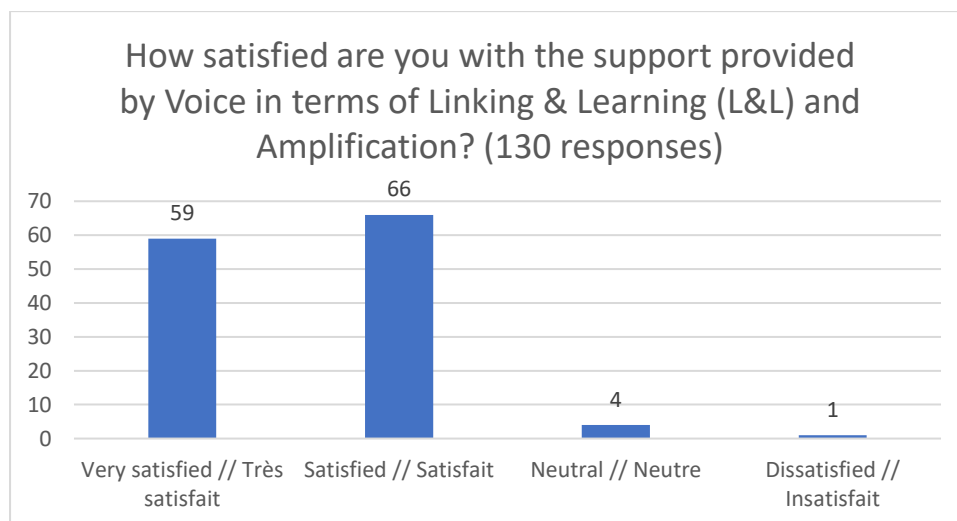
Figure 6. Respondents' satisfaction with Voice's support on Linking & Learning (L&L) and Amplification.

Summary of narrative responses: How satisfied are you with the support provided by Voice in terms of Linking & Learning (L&L) and Amplification?

Out of the 38 responses recorded, a predominant theme is the **overwhelmingly positive impact of L&L sessions** on knowledge sharing and collaboration among partners. A total of 24 respondents expressed deep satisfaction with the educational and inclusive nature of these sessions, emphasising their pivotal role in fostering connections, sharing experiences, and learning from one another. This sentiment was echoed across various organisations, showcasing a

collective appreciation for the platform's ability to facilitate meaningful interactions and foster a sense of community among participants.

Furthermore, respondents appreciated Voice's concerted efforts to create a **robust platform for networking and the exchange of best practices**. Specifically, 16 respondents highlighted the tangible benefits of L&L in building organisational networks and partnerships. These partnerships, forged through collaborative efforts during L&L sessions, were seen as instrumental in amplifying the impact of individual initiatives and advancing shared goals within the grantee community. The platform not only provided a space for dialogue but also catalysed innovative collaborations, where partners leveraged each other's strengths for maximum effectiveness. The capacity strengthening support provided by the Coady Institute to the Hewlett partners was highlighted in this regard as well.

However, respondents also identified **notable areas for improvement**. One recurring concern, raised by 7 respondents, was the perceived infrequency of L&L activities. Some expressed a desire for more frequent sessions to sustain momentum and facilitate collaboration opportunities. Additionally, 5 respondents highlighted the need for enhancements in the design of L&L events to ensure more effective knowledge sharing and collaboration. Suggestions included incorporating interactive elements, workshops, and focused discussions to maximise engagement and learning outcomes. Moreover, several respondents expressed concerns about the time investment required for effective collaboration, suggesting a need for more flexibility in engagement to accommodate varying organisational capacities and priorities.

In conclusion, while respondents overwhelmingly appreciated the value of L&L sessions in terms of fostering collaboration and exchange, there is clear consensus on the need for improvements in terms of frequency, design, and flexibility. Addressing these concerns is paramount to enhancing the effectiveness of Voice's support in L&L and Amplification, ultimately leading to more robust partnerships, greater collaboration, and increased impact among grantee partners.

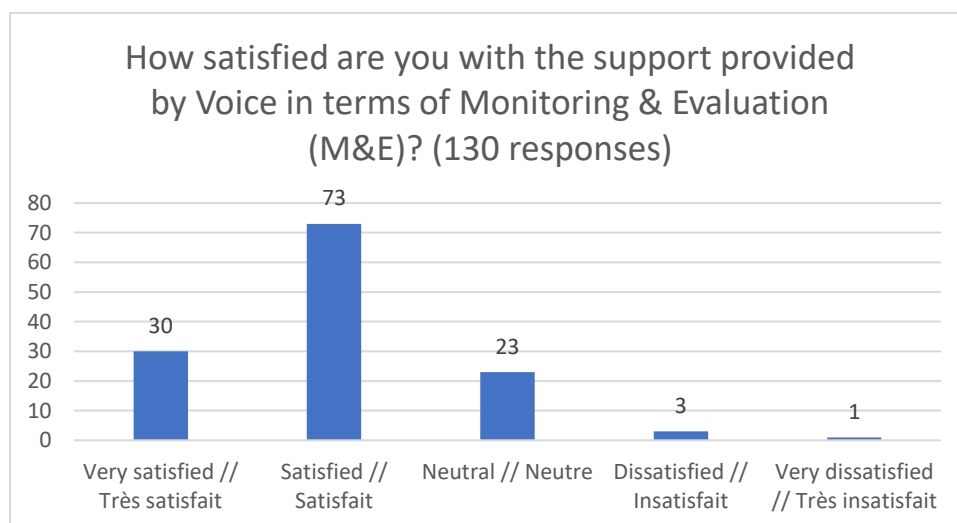*Figure 7. Respondents' satisfaction with Voice's support on Monitoring & Evaluation (M&E).*

Summary of narrative responses: How satisfied are you with the support provided by Voice in terms of Monitoring & Evaluation (M&E)?

Out of the 38 responses recorded under this question, a majority expressed appreciation for the support received in M&E activities. Specifically, 15 respondents highlighted the **positive impact of Voice's assistance in enhancing organisational capacity and promoting transparency and accountability**. This support ranged from technical guidance to capacity-building initiatives, including training sessions that significantly contributed to improving M&E practices within their organisations.

However, there were also notable **areas for improvement** identified by respondents. A total of 9 respondents expressed concerns regarding the consistency and effectiveness of M&E support provided by Voice. Some highlighted challenges such as frequent changes in reporting templates, which led to confusion and inefficiencies in the M&E process. Additionally, 6 respondents mentioned the need for more comprehensive support and guidance in M&E activities to ensure better outcomes and inform future projects effectively. These concerns underscore the importance of streamlining M&E processes and providing consistent support to grantee partners to maximise the impact of their programmes.

Moreover, 5 respondents raised **specific issues related to the monitoring process**, including instances where monitoring activities lacked focus on the implementation of project activities. This discrepancy between expectations and actual experiences during monitoring missions suggests a need for clearer communication and alignment of objectives between Voice and its grantee partners. Additionally, some respondents highlighted the importance of integrating innovative approaches, such as Outcomes Harvesting, into M&E practices to enhance effectiveness and streamline reporting processes.

In conclusion, while respondents generally appreciated the support provided by Voice on M&E, there are clear opportunities for improvement. Addressing concerns related to consistency, clarity, and comprehensiveness of support, as well as aligning monitoring objectives with organisational needs, are crucial to optimise M&E processes and maximise the impact of Voice as a programme. The comparatively lower appreciation of M&E also points to questions regarding grantee partners' connections with M&E processes. It has also to be noted that since there are only two M&E Officers supporting the programme, service delivery is often based on more indirect interactions rather than the more direct interactions around Grant Making as well as L&L and Amplification, which are each supported by one dedicated Voice staff per country.

Overall, the responses underscore the importance of ongoing feedback mechanisms between Voice and its grantee partners to ensure continuous improvement in practices and processes. Voice must also ensure that grantee partners understand M&E as being integrated in the key supportive functions within each country, namely two local officers on Grant Management on one local officer on L&L and Amplification.

Overall perceptions of grantee partners regarding Voice

Most respondents (96.2%) indicated that they "very likely" or "likely" would recommend Voice as a grant facility to other organisations like them, while only few respondents (3.1%) indicated to be "neutral" to recommending Voice to their peers or in two cases even "unlikely" or "very unlikely" to do so (see Figure 8).
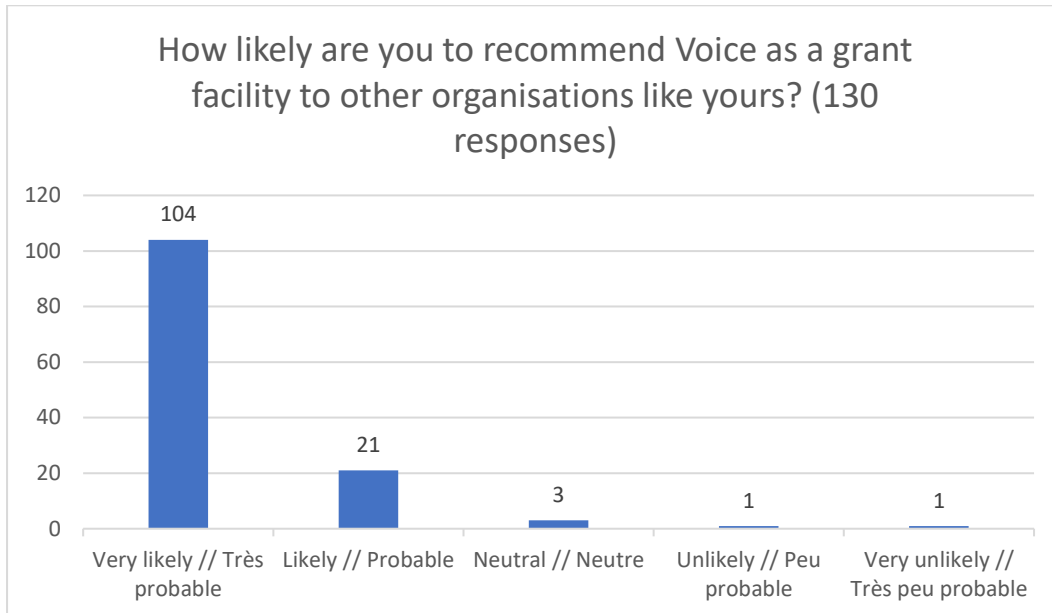
Figure 8. Respondents indicating how likely they are to recommend Voice.

Summary of narrative responses: What do you think are the strengths of Voice as a partner and as a grant facility?

Effective communication and responsiveness were consistently highlighted, with 32 out of 40 respondents expressing satisfaction with Voice's open channels of communication and prompt feedback.

Flexibility and adaptability were praised by 30 out of 40 respondents, who appreciated Voice's tailored support and willingness to accommodate unique community needs.

Capacity building and empowerment initiatives were cited by 28 out of 40 respondents as a significant strength, indicating that Voice's training and resources effectively strengthened organisational capabilities and empowered marginalised communities.

Voice's proactive engagement with communities and commitment to inclusivity was commended by 26 out of 40 respondents, noting its community-driven approach and responsiveness to diverse voices.

Transparency and accountability were highlighted by 24 out of 40 respondents, who valued Voice's transparent grant-making processes and adherence to reporting procedures.

Linking and learning opportunities were appreciated by 22 out of 40 respondents, indicating the value of knowledge sharing and collaboration facilitated by Voice.

Voice's supportive and collaborative partnership approach was praised by 20 out of 40 respondents, emphasising the positive working relationships fostered by Voice.

In conclusion, the feedback underscores Voice's strengths in effective communication, flexibility, capacity building, community engagement, transparency, and collaborative partnership approaches. These insights provide valuable guidance for enhancing Voice's initiatives and maximising their impact in supporting vulnerable communities.

Summary of narrative responses: What do you think are the weaknesses of Voice as a partner and as a grant facility?

Financial systems and processes were the most frequently mentioned concern, highlighted by 20 respondents, indicating a significant issue. Specifically, partners expressed frustration with rigid financial administration, delays in fund disbursement, and complicated reporting systems. Financial reporting and disbursement delays were particularly emphasised.

Capacity building and support were identified as essential needs by 18 respondents, with requests for more opportunities in project management, fundraising, and advocacy. Support for organisational development, including fundraising resources and guidance, was highlighted, along with requests for technical support, mentorship, and networking opportunities.

Documentation and reporting also emerged as critical areas for improvement, with 16 respondents emphasising the importance of clearer guidelines for project evaluation and reporting. Requests were made for templates, toolkits, and resources to facilitate impact assessment and documentation of best practices.

Communication and feedback also emerged as a prominent theme, with 15 respondents citing communication barriers, delays in responses to requests, and slow administrative processes as areas of concern. Lack of proactive communication delayed feedback on narrative reports, and slow response times were particularly noted. Partners expressed a need for clearer communication channels and more timely responses from Voice.

Collaboration and networking opportunities were deemed essential by 14 respondents, with partners expressing a desire for more collaboration within the Voice network and with external stakeholders. Networking platforms, exchange programmes, and partnerships with other organisations were suggested.

Resource allocation and funding challenges were also raised by 13 respondents, with concerns about the scope of funding and delays in fund disbursement. Some partners also highlighted challenges in securing adequate funding and suggested improvements in financial procedures.

Programme management and coordination issues were mentioned by 12 respondents, including delays in project implementation, dissatisfaction with the grant approval process, and overall coordination of Voice programmes. Partners also emphasised the need for more robust monitoring and evaluation mechanisms, requesting evaluation toolkits, resources for long-term impact assessment, and more frequent monitoring visits.

Organisational support and sustainability were key concerns for 10 respondents, highlighting the need for sustainable project planning and capacity building. Concerns about the uncertainty of programme continuity and the lack of institutional support for partners were also raised.

In conclusion, financial systems and processes were mentioned the most frequently, followed by capacity building and support, communication and feedback, collaboration and networking, documentation and reporting, resource allocation and funding, programme management and coordination, organisational support with a focus on sustainability, as well as monitoring and evaluation. These insights, coupled with the number of respondents highlighting each theme, provide valuable guidance for addressing the most pressing concerns of grantee partners and improving the effectiveness and sustainability of Voice programmes and partnerships.

Questions on content package, closure in 2024, and future collaborations or partnerships

At the end of the survey, Voice asked its grantee partners for any actions that it could take to become a better funder:

— The first question asked what types of resources would be most useful to include in a planned content package that Voice wants to share with grantee partners as part of the programme's closure process. (This question received 128 responses.)
— The second question asked how Voice could ensure a smooth transition for grantee partners during and after its closure in 2024. (This question received 125 responses.)
— The third question asked whether there were any collaborations or partnerships that grantee partners wanted to see established in the future to continue their work. (This question received 127 responses.)

Summary of narrative responses: What types of resources do you think will be most useful to include in a planned content package that Voice wants to share with all its grantee partners as the programme ends?

52 respondents want to **access user-friendly documentation with infographics and media** to celebrate good practices, innovative approaches, and lessons learned. This can include country, global, and regional achievements and success stories harvested from various projects, an

overview of all grantee partners and their projects, and some real-world case studies showcasing successful projects can provide practical insights and inspiration for future initiatives. Also, all Voice reports, including the final report. According to the respondents, the aim is to report on Voice's strength and weaknesses as well as to highlight key insights and strategies derived from Voice's journey. Also, an audio-visual media repository such as a YouTube channel, where pictures, podcasts, and videos of rightsholders are shared. Also, templates for communication, dissemination, and doing advocacy. This can include templates for reports, press releases, social media posts, and other communication materials.

50 respondents want to **access capacity strengthening resources**, covering topics such as logistics, human resources, and other organisational development as well as organisational policies, project management, and leadership training based on ethical standards. Also, resources on how to use M&E approaches to review programmes, to document and report the impact of projects, and to showcase achievements. This can include defining performance indicators as well as capturing good practices, lessons learned, and success stories. Also, key methodologies and tools for working with data. Also, resources on managing budgets better and stronger financial management and reporting. This can include key tools and interactive training on topics such as budgeting, reporting, and compliance requirements. Also, how to use Excel. Also, resources on digital media documentations and social media for advocacy work. This can include guidance on tools for content production and documentation, such as how to produce podcasts. Finally, a respondent wants to access information about maintaining work-life balance and self-care for organisation employees.

46 respondents want to **access opportunities around better fundraising and proposal writing** for core and project funding. This can include key methodologies and tools as well as a mapping of grant opportunities and grant makers like Voice as well as different types of institutional and private donors. Also, access resources around feedback from Voice on the performance of grantee partners, ideally as letters of introduction or certificates of performance and project completion that aid grantee partners getting more grants to sustain the results achieved under Voice.

24 respondents want to **access a L&L platform for continued collaboration, exchanges, and networking among all grantee partners**. This can include the COP approach and a comprehensive database of all grantee partners as well as potential collaborators, experts, and other development partners. According to the respondents, the aim is to foster continued partnerships and engagement based on global and regional networks as well as with potential donors. Also, resources on the L&L experience, including lesson learned and technical skills shared within the Voice network. This can include skills on facilitating the COP approach.

20 respondents want to **access resources on sustainability** with guidance and plans on sustaining the positive outcomes achieved during the program. This can include strategies for long-term financial and operational sustainability after programme funding ends and community-based strategic frameworks and engagement to foster community ownership. Also, a small fund for grantee partners to continue to implement and monitor as well as capitalise on their project's

achievements for a few months. According to the respondents, the aim is to ensure sustainability, also for upcoming audit fees next year.

8 respondents want to **access resources on practical themes around their work**. Some mentioned gender, diversity, and social inclusion to ensure that intersectional organising is well understood by partners. Also, the framing on feminist organising in general and topics such as the GALS methodology, GBV and conversations on body agency and autonomy. Others mentioned understanding how to balance governments' responsibilities and civil societies' pro-activeness. Also, legal support with rightsholders.

2 respondents want to **receive material support**, such as office furniture and laptops.

In conclusion, many respondents believe that the package must prioritise capacity building, networking and partnerships, financial planning and support, technical assistance, exit strategy development as key types of resources.

Summary of narrative responses: How can Voice ensure a smooth transition for its grantee partners during and after closure in 2024?

31 respondents want Voice to **facilitate connections of grantee partners with other funders and potential collaborators** for their fundraising strategies and the continuity of their projects. This can include introducing and recommending grantee partners to new funding opportunities and donor partners in all countries.

22 respondents want Voice to **provide grantee partners with capacity strengthening resources as well as targeted support**. This can include key topics on project development and management as well as on finance and fundraising. According to the respondents, the aim is to empower grantee partners with the skills and knowledge needed for sustainable initiatives post-closure and their engagements with other donors and partnerships.

21 respondents want Voice to **establish an alumni network** for peer-to-peer learning and collaboration of grantee partners, reflecting Voice's principles around L&L. This can include networking events and forums to connect grantee partners, fostering collaboration beyond the closure and building a supportive community. Also, sharing a list of all grantee partners with possibilities on staying connected and maintaining the WhatsApp platform to create and continue the learning link with partners. According to the respondents, the aim is to maintain opportunities for collaboration, networking, and partnerships beyond the closure of Voice.

20 respondents want Voice to **ensure consultation with grantee partners throughout the transition** based on a clear roadmap. This can include early and transparent communication with grantee partners about the programme closure process at all steps as well as the establishment of a feedback mechanism such as a survey or focus groups to gather insights from grantee partners

on the transition process. According to the respondents, the aim is for Voice to understand grantee partners' concerns, future, and capacity needs.

19 respondents want Voice to **maintain communication with grantee partners after programme closure and offer post-closure support for a specified period of at least a few months**. This can include connecting grantee partners with experienced mentors who can provide guidance and support during the transition and beyond, as well as periodic check-ins and further support for actions whose results could not be achieved during the project or must be sustained further. Also, a contact person to provide recommendations for grantee partners whenever needed. Also, extending financial support to complete ongoing activities, post-project audits and impact assessments, and continue COPs. According to the respondents, the aim is to give grantee partners a window to integrate their projects into their programmes and allow rightsholders continue receiving services without interruption. Finally, setting up a scholarship scheme to sponsor people to attend events where they can present and share learnings of their Voice journeys.

13 respondents want Voice to **assist in the development of sustainability strategies**. This can include the organisation of transition planning workshops with clear information on engagements, challenges, and goals key milestones, timelines, and responsibilities for both Voice and grantee partners. According to the respondents, the aim is to put in place a sustainability plan or template for grantee partners while gradually withdrawing active support and to ensure a smooth transition for grantee partners during and after closure in 2024. Also, be clear about the possibility of renewing the grant with Voice. This can include setting up a new funding mechanism in time to continue to meet the needs of rightsholders or selecting the best projects from the first phase of the programme and awarding them new grants.

12 respondents want Voice to **provide a set of reflection opportunities**, such as a conversation per project or at least common debrief sessions, endline surveys, and reflection workshops that let grantee partners share what worked well and what to improve, capitalise on achievements, and take note on action points for the continuity of positive change. Also, a certifying document indicating areas of improvement and strong areas for each grantee partner, if possible.

11 respondents want Voice to **organise a closing ceremony or closeout activity** to acknowledge grantee partners' achievements and contributions to the programme's success. According to the respondents, the aim is to ensure inclusiveness, equality, and togetherness of grantee partners.

9 respondents want Voice to **encourage documentation** of good practices, lessons learned, and project outcomes. This can include informing on Voice's results and journey a well as all harvested project outcomes that the grantee partners' network can use, in the context of regarding related issues. Also, recommendations of impactful and innovative projects for discussion and inspiration. According to the respondents, the aim is to help grantee partners preserve the impact of their work and facilitate knowledge sharing among organisations. Finally, publishing a scholarly article in a journal sharing the Voice methodology and journey with grantee partners and individuals as contributors to further strengthen their credibility.

8 respondents want Voice to **support project closeout processes** based on checklist and formal acceptance of all deliverables at least two weeks before official project end avoiding any new provisions, formats, additional requirements beyond what has been agreed. Also, guidelines regarding any remaining funds at the end of a project and release of the full budget allocated for it to help grantee partners pay all obligations. Also, ensure timely disbursement of project funds in the last remaining months, based on the provision of quicker responses to request for questions from grantee partners, especially on financial support for grant to move or proceed faster.

In conclusion, many respondents believe that the framing of Voice's closure process requires:

— **Networking and partnerships support** to facilitate a smooth transition, allowing partners to connect with other organisations or donors for support or funding.
— **Capacity strengthening and technical assistance** to enhance organisational capacities and offer guidance with a focus on financial management, project management, project sustainability planning, as well as monitoring and evaluation.
— **Clear communication** that allows partners to ask questions and seek clarifications on the closure process.
— **Clear transition planning** that involves collaboration with grantee partners to develop a detailed plan outlining project phase-out or handover to other stakeholders.
— **Exit strategy development** that involves stakeholder engagement, documenting achievements, and handover of assets.
— **Ongoing support and assistance as needed** to ensure the grantee partners' continued success and impact in their communities, also after the closure of Voice.
— **Financial planning and support during the transition period**, bridging funding gaps and maintaining momentum.

Summary of narrative responses: Are there any collaborations or partnerships that you want to see established in the future to continue your organisation's work?

42 respondents want to see the cultivation of enduring collaborations through a **partnership platform based on L&L** and the organisation of action synergy activities that actively facilitate the establishment of inclusive environments for all stakeholders as well as innovative ideas. This can include collaborations between organisations within COPs with common missions and visions, focusing on cross-countries and regional movements. Also, partnering to expand reach and visibility as well as resource mobilisation with other donors, as consortia based on joint proposals. According to the respondents, the aim is not only perpetuating the program's influence but also broadening its scope to encompass a multitude of communities, thereby fortifying its legacy of empowerment and inclusivity.

26 respondents want to see **better relationships building with governments, the private sector, and local communities** to advocate with duty bearers on better policy frameworks on diversity and social inclusion, such as for people with intellectual disabilities. Also, more focus on

collaborations of stakeholders in urban and rural areas, such as with local authorities on the community level for putting policies into practice.

18 respondents want to see **better connections with Hivos and Oxfam and other institutions such as the EU and embassies** that can support the project after the programme ends. This can include a list of like-minded donors, including MoFA, as well as introduction letters or certificates of performance for grantee partners aid them getting more grants to sustain the results achieved under Voice. According to the respondents, the aim is partnering on sustainability strategies based on North-South collaborations rather than top-down and transactional approaches.

17 respondents want to see **collaborations on further topics around human rights**, such as food security programmes as well as around climate and environmental justice to mitigate the impact of climate change on rightsholders. Also, supporting vulnerable elderly people, the capacity of communities and indigenous peoples in maintaining the culture, alliance building of LGBTI people on SOGIESC advocacy and dialogue, addressing sexual and reproductive rights, collaborating with mental health professionals to enhance the depth and quality of mental health services provided to communities, empower people with disabilities on employment, and working with the mostly female youth and adults engaging in domestic workers. This can include exchange of strategies between countries.

16 respondents want to see **further assistance from Voice in different areas of institutional growth** defined by mutual agreement on preparing perspectives, purposes, and strategies in the future as well as capacity strengthening in general. This can include the continuation of exchanges, especially in the context of perpetuating the achievements of current projects. Also, inclusive collaboration so that organisations can continuously reflect on the activities carried out. According to the respondents, the aim is to improve the quality of programming and financial management as well as to learn new ideas and strategies.

8 respondents want to see **better relationships building with the media sector as well as researchers**. This can include animators to produce audio-visual clips, partnering with the film industry, such as film distributors and film schools, and research organisations to support research in certain areas. According to the respondents, the aim is to launch better awareness campaigns, for example educating the public about available resources and support to reduce the stigma associated with mental health.

In conclusion, grantee partners want to focus their collaborations or partnerships on local community-based organisations for peer-to-peer support, governments and the private sector for the continued success and sustainability of their organisation's work in the future, international NGOs such as Oxfam and Hivos for capacity strengthening, as well as the media sector and academics for the presentation of research-driven insights.

Other feedback and suggestions that the respondents shared with the Voice team

The last question (receiving 128 responses) asked the grantee partners for any other feedback and suggestions for Voice. The responses are categorised and summarised below based on key topics (see Table 1).

	Summary of narrative responses: "Is there any other feedback or suggestions you want to provide to Voice?"
Inclusiveness	— 24 respondents **expressed their gratitude to Voice** for working together them. — 20 respondents **mentioned key successes of Voice** based on its inclusive coordination and support, allowing grantee partners and projects to contribute to positive social change and putting rightsholders first.
Voice processes	— 8 respondents **requested Voice to improve its internal processes**, such as on financial reporting to speed up grant approvals and funds disbursements as well as to avoid delays in project implementation.
Working together	— 13 respondents **requested further capacity strengthening based on targeted workshops**, including on financial reporting and fundraising. Also, ongoing online capacity strengthening during the transition and other form of support to the former grantee partners of Voice. This can include the development of an online resource hub to be easily accessed by the grantee partners, or exploring opportunities to leverage technology and innovation to enhance the reach and impact of Voice's initiatives. — 9 respondents **requested Voice teams to improve on their response times and communicating with more clarity**, specially avoiding short-notice communication, streamlining feedback mechanisms, and conducting more project visits.
Sustainability	— 40 respondents **requested Voice to continue**, building more permanent relationships of support to allow organisations ensure sustainability. For example, consideration for scalability for partners would allow for more impactful and sustainable projects, as partners can plan and implement initiatives with greater continuity and stability. Also, to extend grant duration and grant size will be expanded to respond more to grantee's strategic plan and making project extensions less difficult to arrange. — 6 respondents **requested final feedback from Voice**, sharing learnings and to set action points going forward. Also, closure meetings between Voice, grantee partners, and other stakeholders at the end of the programme. Also, facilitate exchange and learning visits to partner organisations to share on achievements and innovations that can help to improve on strengthening the grantee partners' approaches and impact. — 5 respondents **requested support for CSOs to engage regularly with the private or public sectors** as potential partners for more sustainable funding and support. Also, recommendations of Voice regarding other grant facilities prioritising diversity, equity, and inclusion in its partnerships and initiatives.

Table 1. Other feedback and suggestions that the respondents shared with the Voice team.

3. AN ONLINE SURVEY WITH COUNTRY TEAMS

In January 2024, the M&E Officers sent an online survey based on three key questions to the ten Voice country teams:

1) The first question was on **successes and challenges** seen by Voice teams in the different and intersectional rightsholder groups' efforts to promote change (see Table 2 and 3).
2) The second question was on **enabling and hindering factors** around grantee partners' and rightsholders' efforts to implement their projects as well as to link and learn together (see Table 4 and 5).
3) The third question was on how Voice can create a **conducive environment** for the grantee partners to continue their efforts in 2024 (see Table 6).

Based on a total of ten submitted forms, the responses of the Voice country team members were categorised and are summarised below.

On successes and challenges of rightsholder groups

According to the country team members, a key success of rightsholder groups' efforts to promote change is the promotion of empowerment, inclusion, and visibility of rightsholders combined with raising the voices of rightsholders so they can reach and influence other stakeholders. The second key success is how L&L promoted the participation of rightsholders while linking rightsholders amongst themselves and with other key stakeholders. Moreover, these key successes were further enhanced as projects' strategies were able to properly address the needs of rightsholders and provide relevant resources to them.

However, the country team members also saw some key challenge for rightsholder groups, most notably that Voice is not providing support aiming at the needs of several specific sub-groups as well as some thematic areas that are relevant to grantee partners. Another key challenge around grant making was seen in the that fact that grantee partners at present cannot rely on Voice continuing its support in the future.

On the level of project implementation, the country team members also perceived several gaps, including grantee partners not using the best possible approaches or not being able to reach some rightsholder groups or other relevant stakeholders. For example, this was the case in terms of advocacy on LGBTI issues in some country contexts. Overall, many grantee partners' initiatives were perceived to not yet have reached the level of real social change.

Key topics identified in 2022-23 survey	Key topics identified in 2023-24 survey	Summary of narrative responses: "What successes do you see in the different and intersectional rightsholder groups' efforts to promote change in your country, context?"
Voice co-created with grantee partners to	Promoting empowerment,	— Voice's numerous grants have significantly benefited rightsholders, fostering a positive mentality and

reach out to rightsholders and promote inclusion and intersectionality.	**inclusion, and visibility of rightsholders.**	encouraging them to assert their identity and to highlight the success of their efforts. — The NOW-Us! Awards projects have amplified the visibility of rightsholder groups, resulting in media coverage and social media sharing, for example promoting the participation of blind people and deaf people in grantee partners' activities. — The Voice project in Laos has shown success in promoting change through innovative strategies, such as social media platforms and engaging diverse groups like LGBTI, people with disabilities, and youth. — The Philippines' civil society has made significant progress, with Voice, a programme and grant facility, supporting marginalised groups like indigenous peoples, LGBTI, women, and people with disabilities.
	Linking rightsholders amongst themselves and with other key stakeholders.	— The Voice grants have empowered grantee partners and rightsholder groups to voice concerns and demand protection for their rights by connecting with stakeholders to address challenges faced. — The L&L platform has created connections and networking among grantee partners, promoting collaboration and exchange learning. — Networking, collaboration, and awareness campaigns have strengthened collective advocacy efforts.
	Providing resources to rightsholder groups.	— Voice has provided financial support and opportunities for marginalised groups to participate in the civil society and human rights community.
Grantee partners supported rightsholders to find their voices and to speak up.	**Raising voices of rightsholders.**	— Rightsholder groups, including women, youth, and Indigenous people, have raised concerns through media, leading to changes in policies and practices. — Grantee partners have increased visibility and representation in public discourse, contributing to a more inclusive societal narrative. — Grantee partners have empowered grassroots to advocate for their rights and challenge social norms. — Intersectional groups have been working to break the norm of exploiting women and co-create interventions. — The influencing work of the elderly people in Cambodia has been successful, with their commitment to policy influencing and campaigns. — Collaborations with indigenous communities have aimed to empower Maasai women.
	Promoting participation of rightsholders.	— Grantee partners and rightsholders have supported and cooperated with each other, such as participating in campaigns and advocating for their rights. — Voice Indonesia's grantee partners have contributed to strengthening civil society advocacy and participation in mainstream development processes, reaching out to rightsholder groups and human rights organisations.
	Addressing needs of rightsholders.	— The project has been successful in addressing fundamental needs of rightsholder groups.

		— Changes have been made, such as allowing ethnic women to return home after divorce, improving livelihood skills, and using sign language for youth.

Table 2. Successes seen by Voice in rightsholder groups' efforts to promote change.

Key topics identified in 2022-23 survey	Key topics identified in 2023-24 survey	Summary of narrative responses: "What challenges do you see in the different and intersectional rightsholder groups' efforts to promote change in your country, context?"
Voice facing challenges to reach all rightsholder groups through its grantee partners.	**Voice not focusing on needs of several specific sub-groups.**	— Voice could have prioritised efforts to reach underserved communities, including drug users and sex workers, and LGBTI individuals facing legal issues. — Voice could have considered different dimensions and approaches for rightsholder groups like children below 15 years old, drug users, and the private sector. — Voice could have reached out to marginalised children with motor and cerebral deficiencies.
	Voice not supporting on some thematic areas that are relevant to rightsholders.	— Voice could have devised better strategies to reach out to rightsholder groups affected by climate change which has resulted in food insecurity and mental health issues. — Voice could have responded to basic needs such as livelihood and humanitarian support.
Grantee partners facing challenges to enable joint action among rightsholders.	**Grantee partners not using the best possible approaches.**	— Grantee partners could have committed more to collaborative approaches and continuous improvement when serving diverse communities, for example expanding outreach on climate justice.
	Grantee partners not yet having reached the level of real social change.	— Grantee partners could have ensured more continuous action to improve communication and interaction, as each CSO faces different challenges, such as time and patience to change social norms.
	Grantee partners not able to reach some rightsholder groups.	— Grantee partners could have worked more towards better access to local ethnic groups and CSOs to amplify their Voices.
	Grantee partners not able to advocate on LGBTI issues in some contexts.	— Grantee partners could have focused more on the shrinking civic space which has led to safety and security threats for the LGBTI community. — Grantee partners could have provided more support to revise criminal code and address discrimination around faced by LGBTI people in Indonesia.
Voice facing challenges to provide enough funding and time to grantee partners' initiatives.	**Voice not continuing much needed support, as the programme is closing.**	— Voice could have aimed more at challenges such as shrinking civic space, COVID-19, and limited resources. — Voice could have revisited and made suggestions to rework the Oxfam Novib system to improve user experience and support for diverse societal actors.
Voice facing challenges to build and strengthen partnerships with external actors.	**Not mentioned in the 2023-24 survey.**	— Not mentioned in the 2023-24 survey.

Voice facing challenges to strengthen capacities of grantee partners.	**Not mentioned in the 2023-24 survey.**	— Not mentioned in the 2023-24 survey.
Grantee partners facing challenges to claim their rights from government representatives.	**Not mentioned in the 2023-24 survey.**	— Not mentioned in the 2023-24 survey.

Table 3. Challenges seen by Voice in rightsholder groups' efforts to promote change.

On Voice processes enabling and/or hindering grantee partners and rightsholders

According to the country team members, enabling factors of Voice processes include that they are inclusive and inspire hope, they emphasise transparency and trust, they foster empowerment and collaboration, and they are flexible and future oriented. Additionally, L&L processes provide a holistic platform to link and learn, they enable inspirational exchanges on many levels, and they are highly participatory.

On the other hand, the country team members also mentioned some hindering factors of Voice processes. These include that processes in some cases delay the work of grantee partners, may not build trust of grantee partners, and may lack good communication and strategic orientation.

Key topics identified in 2022-23 survey	Key topics identified in 2023-24 survey	Summary of narrative responses: "Do you think Voice processes enable the different grantee partners and rightsholders to implement their projects as well as to link and learn together?"
Processes are open, flexible, and inclusive towards grantee partners and rightsholders.	**Processes are inclusive and inspire hope.**	— Voice processes prioritise participation, inclusivity, and gender sensitivity in context analysis, and grant management. — Voice processes prioritise inclusivity, representation, and amplification of marginalised voices, creating a conducive environment for meaningful impact. — Voice processes focus on promoting diversity and inclusion, with a focus on gender sensitivity and hope-based approaches. — Voice has been instrumental in funding marginalised rightsholder groups, creating rightsholder-centred and inclusive mechanisms. — Voice inspires hope in rightsholders by following a process that they have adapted and achieved results in various projects financed by the program.
	Processes emphasise transparency and trust.	— Voice pledges transparency, with documented processes from selections to event notes and mail exchanges, ensuring all voices are heard. — The Voice platform has enabled grantee partners to engage proactively and collaboratively with rightsholder groups, promoting openness and trust. — Voice processes foster trust and openness among stakeholders.

	Processes foster empowerment and collaboration.	— Voice processes can empower grantee partners and rightsholders to implement projects and collaborate. — Voice processes empower grantee partners and rightsholders to effectively implement projects, fostering collaboration and shared learning.
	Processes are flexible and future oriented.	— Voice allows grantee partners to implement projects on their own timeline, promoting open communication and a focus on future planning. — Voice supports future scaling and sustainability efforts of grantee partners.
Processes enable Linking and Learning among grantee partners and rightsholders.	**Processes of L&L provide a holistic platform to link and learn.**	— Voice's L&L processes support rightsholders and grantee partners in implementing their projects, strengthen their capacities, harvest outcomes, write change stories, and exchange on their wins. — Voice L&L is integrated into all works, creating an enabling environment for grantee partners and rightsholders. — The Voice L&L platforms have played a crucial role in promoting learning and connecting, amplifying the Voices of these groups. — The Voice L&L component plays a crucial role in building links and learning from each other, resulting in positive outcomes for the rightsholders. — Voice's 50K fund has made joint collective work a reality.
	Processes of L&L enable inspirational exchanges on many levels.	— Voice supporting the participation of grantee partners and rightsholders in global meetings can help donors to learn more. — Voice offers ongoing learning opportunities on the Indonesia Inklusi platform, facilitating knowledge exchange and international learning events.
	Processes of L&L are highly participatory.	— Voice processes facilitate knowledge sharing, learning from each other's successes and challenges, based on regular feedback loops. — Voice events are co-organised with grantee partners and rightsholders, with thoughtful design and location considerations.

Table 4. Voice processes enabling grantee partners' efforts to implement, link and learn.

Key topics identified in 2022-23 survey	Key topics identified in 2023-24 survey	Summary of narrative responses: "Do you think Voice processes hinder the different grantee partners and rightsholders to implement their projects as well as to link and learn together?"
Processes can be difficult to navigate for country teams and grantee partners.	**Processes delay the work of grantee partners.**	— Voice processes would benefit from more efficient contracting and disbursement to prevent delays. — Voice processes would benefit from better addressing late completion of reports or activities, ping-pong processes, and other bureaucratic issues.
	Processes do not build trust of grantee partners sufficiently.	— Voice processes would benefit from a revisit of overall strategies, especially regarding top-down activities, to ensure transparency in contracting, reporting, and approval processes.

Processes may not enable Voice to ensure good collaboration with all Linking and Learning Facilitators.	**Processes lack good communication and strategic orientation.**	— Voice L&L events would benefit from more effective communication as well as consistent evaluation and adaptation. — The L&L concept would benefit from a revisit of strategies for better understanding.
Processes may not enable Voice to overcome language barriers among all stakeholders.	**Not mentioned in the 2023-24 survey.**	— Not mentioned in the 2023-24 survey.
Processes may not enable Voice to either avoid staff turnover or at least mitigate its negative effects.	**Not mentioned in the 2023-24 survey.**	— Not mentioned in the 2023-24 survey.

Table 5. Voice processes hindering grantee partners' efforts to implement, link and learn.

On creating a conducive environment for the grantee partners to continue their efforts

According to the country team members, Voice must continue to strengthen its technical support, improving on human resources issues and key supportive partnerships as well as closing key gaps around support provision. At the same time, there is a need for Voice to further strengthen the COPs and utilise the L&L communities throughout the transition process in 2024.

More specifically on the transition process itself, the country team members mentioned that Voice must ensure clear communication on the closure, emphasising the role of country teams to localise the transitions in each country context. Voice must also help to strengthen the ownership of grantee partners and continue to foster a conductive environment, with a focus on support around sustainability and their strategic positioning.

Key topics identified in 2022-23 survey	Key topics identified in 2023-24 survey	Summary of narrative responses: "We still have more than a year to create a conducive environment for the grantee partners to continue their efforts. What can we do to facilitate this?"
Voice must strengthen its technical support to grantee partners.	**Voice must improve on human resources issues and key supportive partnerships.**	— We could assess the country office's support and ensure their presence before diving into Voice teams. — We could welcome the GCT's presence and the collaboration with the LLF and NL embassy on the closure events. — We could recruit any consultants directly without a parent structure, allowing the overall team to achieve its objectives without submitting to procedures.
	Voice must close key gaps around support provision.	— We could identify gaps and provide tailored support, enhance networking experiences, and encourage ongoing impact beyond the current year. — We could develop a tracking system to address delays and improve programme management. — We could arrange documents, boxes, and systems to facilitate the program's closure.

Voice must continue to foster an increasingly conducive environment for grantee partners.	**Voice must continue to take steps towards a conductive environment, with a focus on support around sustainability and strategic positioning of grantee partners.**	— We could provide ongoing capacity assessment and development, enhance networking opportunities for grantee partners, strategically position them, collaborate on sustainability planning, and improve programme management.
Voice must continue to strengthen Linking and Learning communities.	**Voice must further strengthen the COPs.**	— We could encourage self-managed COPs and foster connections by joining the events of grantee partners and Voice. — We could use the 50K fund for collaboration among grantee partners, while documenting project outcomes.
	Voice must utilise the L&L communities for the transition.	— We could enhance the L&L platform to help grantee partners participate in the transition process and connect with local and international donors. — We could revisit strategic partnerships to share best practices and opportunities among stakeholders.
Voice must continue to put the "moving on" aspect forward.	**Voice must help to strengthen the ownership of grantee partners.**	— We could encourage grantee partners to see the programme's support as an accompaniment to continue their work. — We could develop sustainable processes with rightsholders, ensuring local ownership and long-term sustainability. — We could create a space for individuals to share their work, without Voice, and facilitate a session to exchange on coordination with government and local authorities. — We could use Diversity, Equity, and Inclusion (DEI) policy to guide grantee partners, for example by strengthening their lessons learned. — We could share funding opportunities and support community ownership.
	Voice must emphasise the role of country teams to localise the transitions in each country context.	— We could create a platform to store grantee partners' journeys, utilising Voice's blogs and website as resources for rightsholders' fundraising. — We could involve ourselves towards positioning Voice for successful transitions in all countries.
	Voice must ensure clear communication on the closure.	— We could ensure transparency and clear information about future opportunities, while facilitating interaction and learning among grantee partners through networking events, peer learning exchanges, and online forums for potential collaboration.

Table 6. Voice team's views on how Voice can create a conducive environment for grantee partners.

4. AN ONLINE DISCUSSION BY THE COORDINATION TEAM

The coordination team conducted an online discussion over two sessions in December 2023 and January 2024. Based on this discussion focusing on three key questions, the responses of the coordination team members are summarised below.

Firstly, the coordination team members discussed "**What questions am I asking myself at the end of this year?**". A few overall key questions that the coordination team members asked themselves included:
— What can we do differently to reduce the high workload of all colleagues?
— How can we better focus our energy for the remaining period without taking on more than can be managed?
— How can we better support the country teams through the transition period in 2024?

Questions raised on grant management included:
— How to be most effective in relation to the grant closures and close-out events?
— How to be more consistently principled around delegating work?
— How to become better at giving and receiving feedback?

Questions raised on Linking & Learning (L&L) and Amplification included:
— How to solidify the L&L experience in the L&L community and promote it to a broader public?
— How to bring out and do more creative, out of the usual strategies in our amplification efforts?
— How to engage everyone in our amplification efforts towards the closure of Voice?

Questions raised on Monitoring & Evaluation (M&E) included:
— How to ensure that we effectively use the wealth of knowledge that we are documenting through the multiple ongoing processes?
— What are the best ways to prioritise tasks around data collection, analysis, and presentation in 2024?

Secondly, the coordination team discussed "**What questions am I asking others at the end of this year?**". The key questions that the coordination team members brought up included:

— **How to keep our motivation high during the closure?** Recommendations included: Focus on what we have and our wins as Voice teams, including how each of us progresses as well as how everybody is engaged and their enthusiasm. Also, emphasise on sharing rightsholders' successes and learnings in diverse ways. Also, conduct in-person events and country visits, meeting the colleagues and grantee partners in global and regional gatherings.

— **How to better support each other during the closure?** Recommendations included: Go through the planning every month and re-prioritise as a group. Also, use official communication channels (Outlook and Teams) to allow for organising workload and respecting privacy. Also, voice out our boundaries and respect other people's boundaries to keep our schedules manageable and precise, which includes saying no to optional meetings and events.

— **How do we process emotions and feelings towards the closure?** Recommendations included: Hold regular "buddy" check-ins. Also, propose another mindful inclusion-like activity in the second half of the year.

— **Where is each of our focus directed during the closure?** Recommendations included: Ensure team members can keep doing their work and feel supported as well as keeping the operations running. Also, distribute event participation, as not every team member can be present at every closure event. Also, emphasise quality over quantity in terms of the closure activities, while thinking of hiccups and responses to them. Also, focus on capturing, understanding, and sharing results.

Thirdly, the coordination team discussed "**What are the glimmers of hope in 2023 that make me positive about 2024?**". A key reflection on this question emphasised that certain 'weaknesses' of ourselves or 'weak' aspects or our work that we try to address may seem to improve over time only very slowly, but we can practice being more mindful of the signs when they arise and even try to mitigate negative effects in our daily processes.

5. COMMITMENTS AND FURTHER ACTIONS

In March 2024, the Voice M&E Officers presented key findings around grantee partners' feedback on Voice's support to the coordination team members and the country teams as an opportunity for making sense of the findings with relevance to ongoing processes of the programme (see Table 7).

	Respondents mentioned several positive highlights:	Respondents asked Voice for:
Grant Management (including finance)	— Voice teams ensure transparency, professionalism, and timeliness of support, including regular updates on fund disbursement. — Voice teams demonstrate collaboration, encouragement, and helpfulness around grantee partners' activities.	— Better grant approval processes and less delays in fund disbursement. — More flexible financial administration and simpler reporting systems. — More follow-up sessions and reminders, especially for young organisations, to fully grasp terms of their projects. — Capacity strengthening resources and targeted support for grantee partners. — Longer grant implementation periods. — Connections of grantee partners with funders and any other potential collaborators for continuity of projects.
Linking & Learning (L&L) and Amplification	— Deep satisfaction with the educational and inclusive nature of L&L sessions. — An opportunity to foster connections as well as share and learn from each other's experiences. — Innovative collaborations in which grantee partners can leverage each other's strengths. — A great avenue for amplifying the impact of individual initiatives and advancing shared goals.	— More frequent sessions to sustain momentum and facilitate deeper collaboration opportunities. — Interactive elements, workshops, and discussions to maximise engagement and learning outcomes. — More flexibility in engagements to accommodate varying organisational capacities and priorities. — An alumni network for grantee partners, reflecting Voice's principles around L&L for continued collaboration, exchanges, and networking after the programme.
Monitoring & Evaluation (M&E)	— Technical capacity strengthening, including training sessions that contributed to better M&E practices. — Improved transparency and accountability within organisations.	— Clearer communication and alignment of Voice's and grantee partners' objectives around monitoring visits. — M&E processes streamlining (especially around reporting) and more consistent support to grantee partners for maximising their projects' impact. — More comprehensive support and guidance on M&E to strengthen capacities. — User-friendly documentation with infographics and media to celebrate good practices, innovative approaches, and lessons learned.

Table 7. Key findings presented to the coordination team members and the country teams.

Although the time that remains in 2024 for working together with grantee partners is very limited, the coordination team members and country teams discussed several recommendations and action points to improve the Voice further and ensure a smooth transition for grantee partners in the final year of the programme (see Table 8).

	Recommendations:	Action points:
Grant Management (including finance)	— Capacity strengthening on financial framework for grantee partners.	— Organise a monthly meeting for the financial report.
	— Information sharing on closure process with grantee partners.	— Create Box folder of useful resources (links to the NOW-Us! Package) for sharing with grantee partners. — Set up reminders on reporting deadlines. — Find space in exit conversations to reflect on partnerships.
	— Future funding linkages with Oxfam, Hivos, and other funders.	— Bring up need to improve grant approval process and grant periods with funders. — Advocate with funders to continue providing reference letters after Voice ends (based on template). — Use country closure events to facilitate connections to funders.
Linking & Learning (L&L) and Amplification	— Ideas of an alumni network and the NOW-Us! Package with regards to the website as main portal of information.	— Improve search and filter function of website during restructuring for easier identification of grantee partners. — Add a clear mailing list, specifically on people who have engaged with Voice.
	— Ways to still engage with grantee partners and make their transitions as smooth as possible.	— Connect with LLFs to facilitate capacity strengthening through COPs and other networks. — Share good practices of country teams around keeping former grantee partners engaged in L&L. — Continue existing messaging groups on What's App and other platforms. — Incorporate suggestions on interactive elements and focused discussions in upcoming events.
Monitoring & Evaluation (M&E)	— M&E capacity building with Voice and the Oxfam M&E officers.	— Hold refresher training if resources allow. — Take advantage of monthly learning meetings with project leaders.
	— Clear communication on final project evaluations and reports before leaving.	— Ensure that there is direct contact with each grantee partner during last visits. — Clarify TOR on visiting grantee partners. — Use last visits to grantee partners to share results and recommendations. — Produce report with feedback and notes of last visits to be shared for validation.

Table 8. Recommendations and action points.