

# VOICE LINKING AND LEARNING 5 REPORT

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## Brief

Linking and Learning is a vital process that encourages sharing lessons learned and provides a forum for mutual learning and empowerment. Linking and learning are central to the voice program because it fosters learning and innovation, allowing grantees to come together, explore, analyze, and apply new ideas and knowledge. Among other things, linking and learning create a space for reflection, exploration, and testing.

## Linking and Learning Event

In 2021, Cognito and its partner NINE (Network of Incubators and Innovators in Nigeria) hosted their first linking and learning event in Zuba, Nigeria. The event brought together Voice grantees and other relevant stakeholders. Building on the inaugural event's success, three additional linking and learning events were held. The main objectives of these events are for collaboration, knowledge, and experience sharing, using a participatory approach, and collectively developing a learning roadmap for grantees. The agenda for these events reflected Voice's theory of change, focusing on the three pillars of empowerment, amplification, and influencing.

The fifth edition of the Voice Linking and Learning Event was held from June 5th to 7th at the prestigious Green Legacy Hotel in Abeokuta. The primary purpose of the event was to establish connections and share experiences. Each grantee represented their organization and had the opportunity to share their linking and learning expectations, project experiences, challenges, impact stories, and lessons learned to harness these experiences for more significant positive outcomes.

## Meeting Objectives

The objectives of the event were;

1. Establishing connections & Experience sharing
2. Establishing new grantees' Linking & Learning expectations
3. Strengthening capacity and peer collaborations
4. Enhancing finance management practices and Sustainability

1. Dew Drop Foundation (DDF)
2. Gender Mobile Initiative (GMI)
3. Ike Foundation for Autism (IFA)
4. Mothers and Marginalized Advocacy (MAMA) Centre
5. Coalition of Societies for the Rights of Older Persons in Nigeria (COSROPIN)
6. Centre for the Advancement and Protection of the Rights of Vulnerable Persons (CAPRIGHTS)
7. Hoomsen Women Farmers (HWF)
8. International Center for Environmental Health & Development (ICEHD)
9. Motherhen Development Foundation (MDF)
10. Female Inmates and Returned Citizens Cooperative Society of Nigeria (FIRC)
11. Novel Association for Youth Advocacy (NAYA)
12. The Albino Foundation (TAF) Plateau State Chapter
13. Kids and Teens Resource Centre (K&TRC)
14. Carmelite Prisoners' Interest Organization (CAPIO)
15. Centre for Citizens with Disabilities (CCD)
16. Cognito and Network of Incubators and Innovators in Nigeria (NINE)

## DAY 1

### Welcome Address

The program commenced at 9:00 am with a warm welcome extended to all participants, accompanied by the national anthem. The Acting Head of Programs of Oxfam, Mr. William Mafwalal, delivered a welcome address encouraging active participation and engagement from the attendees throughout the program. He expressed gratitude to Cognito for their partnership.

### Let's be Here (mindfulness):

Participants were immersed in a transformative exercise inviting them to shed stress and liberate their minds for the task. Like a refreshing cascade, they let go of their burdens, allowing renewed focus and energy to surge through their veins, propelling them toward the thrilling journey..

Afterward, participants were assigned to express their expectations for the next three days regarding the concept of "linking and learning" on sticky notes. These notes were then placed on the reflection board. The responses were carefully sorted into specific categories.



## Group Introduction:

In this session, participants located their group of 6 co-created during the last linking and learning event. The groups include; 'Brown Skin Girls,' 'Altruistic,' 'Value Team,' 'Woo Young,' 'The Impact Team,' 'Advocacy Clique,' 'Group Access,' 'Empowerment Group,' and 'Human Rights.' Those who did not belong to any group were assigned to already existing groups. As a unique form of introduction, participants reflected on their advocacy experiences and shared their proudest moments along their advocacy journey. Afterward, they exchanged their papers with fellow group members to receive feedback, which they would cherish as meaningful souvenirs, as a reminder of the valuable input received from their peers.

Participants shared their vulnerable stories and experiences, inspiring their group members. Notable narratives emerged from these discussions. For instance, one participant recounted drawing inspiration from her journey of self-discovery, utilizing her potential to advocate for the rights of Persons with Disabilities (PWDs). She also highlighted how the PWD Act serves as a driving force, perceiving it as a protective shield. As a result of her impactful work, she received recognition as the outstanding woman of the Year. Another participant found motivation from the people around her, particularly her family, and the prevalent issue of inaccessibility in society. Another moving story was shared by a participant who found her calling in advocating against gender-based violence after her sister became a victim. Her efforts in raising awareness and supporting change encouraged other girls to come forward and share their experiences. Additionally, another participant attributed her role as a voice for women in her community to her experiences working with marginalized groups.

The diverse participants in the different groups shared powerful stories, demonstrating the impact of their work in promoting inclusion and social change. Their collective efforts inspired and empowered others, leaving a lasting legacy in pursuing inclusion, accessibility, and equality.

## Linking and Learning Journey

The facilitator launched the session by taking participants through what Linking and Learning entail, which she explained as a process that encourages sharing lessons learned and provides a forum for mutual learning and empowerment. The Voice theory of change tenets of empower, amplify, and influence are at the core of linking and learning.

She went on to elucidate the three critical aspects of LLE;

- **Creating a space to reflect:** Participants were encouraged to stop and reflect on the work they are doing, document lessons, mistakes, and write their stories. Willingness and openness to share is also reflection. Part of stopping to reflect is to ask critical questions.
- **Explore:** This entails joining events as they unfold and being part of the community to share learnings and clarify gray areas. What is it that you want to learn to be better? What skills do I need to make me better in the work that I do? Who among my peers has the capacity and can support us in the learning journey?
- **Test:** Here, the focus is on innovation. Part of testing is to make mistakes because when you deploy innovations, you may make mistakes. The more we make mistakes, the more we refine what we do. Questions: What are you doing differently to impact your rightsholders positively? What are your trials and triumphs, and how are you sharing that with others?

### Linking and Learning Approaches:

To maximize linking and learning in Nigeria, the facilitators employ the following approaches listed below

1. Amplification
2. Digital platform - [Voice Naija](#)
3. Coaching
4. Community of practice
5. Innovate and learn

A video was screened after the session, showcasing grantees' perspective of Linking and Learning under the Voice program and its value to them as individuals and their organizations. They also shared the organic collaborations birthed by being part of the linking and learning.

### **Open Space Session (the remix):**

In this session, participants were divided into groups to explore and delve deeply into the distinct dimensions of their linking and learning expectations, encompassing the enriching aspects of fun, learning and peer feedback, connection and team building, empowerment, capacity strengthening, collaboration/partnership, and innovation. The open space session centered around four thought-provoking questions that each group discussed tailored to the specific category they were engaging with. These questions are;

1. Explore what the word means.
2. How can we apply or implement the word for effective Linking and Learning
3. Suggest one or two activities we can engage in to implement better the concept described
4. How can we better innovate using the word/concept in terms of empower, amplify, and influence.

Participants formed breakout groups to engage in discussions related to the various categories of Linking and Learning expectations. One group focused on perceiving linking and learning as a means of connection and team building. They expressed that connection and team building plays a vital role in strengthening capacities and can effectively facilitate linking and learning by fostering an understanding of each other's strengths and weaknesses. The group proposed engaging in activities like developing peer learning platforms and subgroups to enhance implementation.

They also believe that participants can be empowered through training, the concept can be amplified through raising awareness on social media platforms and media outlets, and influencing project outcomes positively can be achieved through networking. Some essential feedback from this exercise is itemized below:

#### **Fun:**

Several participants wanted to infuse fun into their linking and learning experience. They articulated their interpretations of fun and its potential to foster a more positive and productive work environment.

#### **Learning and Peer Feedback:**

Other participants anticipated engaging in a dynamic learning process and receiving constructive feedback from their peers. They envisioned valuable exchanges involving sharing lessons from failures, engaging in focused group discussions, and collectively empowering, amplifying, and influencing.

**Connection and Team Building:**

A group of participants sought to enhance their capabilities and improve project outcomes through networking. They recognized the importance of forging meaningful connections and fostering a strong sense of teamwork.

**Empowerment and Capacity Strengthening:**

Another group expressed their aspirations to be empowered and strengthen their capacities through various means, such as capacity-building initiatives, team bonding exercises, and the art of storytelling.

**Collaboration and Partnership:**

Another group viewed linking and learning as a prime opportunity to foster collaboration and establish partnerships. They eagerly anticipated working together in areas of shared interest, joining consortiums for proposal applications, engaging in capacity-building activities, and collectively amplifying their voices to bring about influential change.

**Innovation:**

The last group sees linking and learning as a gateway to exploring innovations. They aimed to identify the unique strengths of each organization and apply them effectively within their work. Through this process, they sought to address weaknesses and threats, amplify their strengths across various Voice platforms, and wield influence by garnering support from fellow grantees and rights-holder groups.

**Voice Naija Update**

A representative from NINE provided an overview of the Voice Naija platform, an essential component of the linking and learning approach co-created by grantees. This digital platform serves the purpose of harnessing knowledge from the Voice programme on one platform accessible to all grantees to serve as a learning resource. The facilitator shared data from the past two years, highlighting the grantees' achievements and identifying the organizations with the highest number of articles. The platform currently hosts 28 grantees, with 113 subscribers actively engaging with the platform, and about 100k views so far.

**Session on Coaching Plan for Voice Nigeria Grantees:**

The session commenced with an inquiry about the participants' understanding of coaching. The responses encompassed mentoring, guiding, teaching, training, and replication concepts. Facilitator described what coaching is in the context of linking and learning and gave an overview of the coaching plan that was co-created in September 2021. She emphasized the plan was due for an update and that everyone had the opportunity to add what they will want to see in the updated plan.

Participants identified their individual and organizational coaching needs, topics they have the expertise to train on as coaching champions, and methodology for coaching going forward. Facilitator mentioned that the group work will be used to update the coaching plan and shared with participants for input.



### Closing

In closing, participants shared their take home for the day;

- From the session on the cover story, I learned the reasons for doing what we do
- I learned that mistakes or failure is not a doom but an opportunity to improve
- From the cover story session, I learned that a win is a win no matter how little.

The day didn't simply come to a close after the sessions; participants embarked on a thrilling adventure to a wildlife park and museum, which proved to be a truly enlightening and captivating experience. As the day concluded, it became evident that it had been a remarkable and fulfilling start to the linking and learning event.



## DAY 2

### Daily Opening

Day 2 unfolded with the customary registration process, which paved the way for engaging introductions from the vibrant assembly of participants.

#### Let's Be Here/Recap

To kickstart day 2 in style; the morning commenced with a mindfulness exercise designed to ease participants into serene tranquility and ignite their senses for the exciting day ahead. The transformative power of the exercise was palpable as participants emerged visibly rejuvenated and radiating an aura of relaxation.

Participants went on to review and provide feedback on their expectations of the linking and learning event that were outlined the previous day.

#### Learnings from Global Linking and Learning Event and Indaba

Voice Nigeria representatives who attended the recently held global Indaba event in Benin Republic shared their learnings from the trip. The talk show-style event hosted by the Voice Linking and Learning Amplifier Officer, Cedric Owuru, began grandly, accompanied by a captivating musical interlude that set the stage for all participants to embark on an Indaba learning journey.

Vivian Ugwu talked about how she was deeply moved by the poignant stories shared by fellow participants and the inspiring endeavors of CSOs, stakeholders, and the government in project implementation.

Favour Adjara spoke about how attending Indaba shed light on Nigeria's committed efforts in development work. It instilled in her a profound sense of hope and reinforced her belief in the greatness of our country. The linking and learning facilitator mentioned that witnessing policymakers engaging in intergenerational dialogues and confronting the realities of implementation and global disparities at Indaba was truly eye-opening, and it occurred to her how our actions carry immense significance and our exceptional contributions to society deserve celebration.

In summary, the panelists' reflections resonated with the engaging and enriching atmosphere of the Indaba while also reaffirming the vital importance of the development work. It was unanimously shared that Indaba enlightened and left a renewed conviction that collective efforts can make a significant and positive impact.

#### Wow moments during Indaba

Panelist share that there are lots of wow moment from Indaba, but specific moments that was game changer for them were;

1. The cover story, where individuals courageously spoke about their experiences of sexual abuse, loved ones struggling with terminal illnesses, and heroic acts of rescuing girls from prostitution. This eye-opening encounter prompted her to reflect profoundly on the importance of open-mindedness. Undoubtedly, such an experience holds the power to transform lives.

- The intercultural session was a remarkable "wow" moment; all participants embraced their cultural heritage by adorning traditional attire that told unique stories. During this immersive experience, a fascinating discovery unfolded as it became apparent that the participants from Cambodia and the Philippines shared similar attire with the Urhobo culture in Nigeria. This realization highlighted the interconnectedness of cultures, and further interactions showcased that the discrimination faced in Nigeria is sadly a prevalent issue in other parts of the world.
- The Indaba trip became a profound "wow" moment as it unveiled the profound impact of development work on the rights of individuals. Witnessing firsthand the transformative influence of these initiatives left a lasting impression, reinforcing the significance and meaningfulness of their collective efforts.

### **Key Learnings/Innovations During Indaba:**

The following learning/innovations emerged from the Indaba experience:

- Encourage authenticity and embracing mistakes as stepping stones towards excellence.
- The need to integrate in the CSO space in Nigeria a deliberate approach to building the capacity of CSO actors in transformative leadership approaches, as this will aid in achieving long-lasting impact and sustainability.
- Recognizing that every action, regardless of its scale, holds significant power to make a difference.
- Highlighting the importance of storytelling and the need for improved documentation of our stories.
- Emphasizing the significance of taking the time to capture and share our stories effectively.

### **Community of Practice Update**

The session commenced with a quote from Benjamin Disraeli, "The more extensive a person's knowledge of what has been done, the greater their power to know what to do." Progressing further, the concept of a Community of Practice was explained as a collection of individuals facing common challenges and sharing mutual interests, professionals united by a shared goal and working together to achieve it.

The benefits of CoP were underscored, encompassing the promotion of collaboration, fostering innovation and creativity, harnessing collective knowledge, capturing lessons learned, problem-solving, and efficiency gains in terms of time and cost savings. The objectives of CoP are enumerated as follows;

- To create spaces for grantees and rightsholder groups to reflect, articulate, and share challenges in specific thematic areas
- To provide a platform for grantees to support each other in the practical application of new knowledge gains to solve recurring challenges that defy solutions

The expected outcomes of the community endeavour include new learnings and innovations, practitioner support as well as local adaptation.

Following the concise session, the facilitator introduced the CoP leaders, inviting them to share insights about their respective Communities of Practice (CoP). Obinna Nwagbara represented the Social Justice CoP, Vivian Ugwu, advocated for the Elderly CoP; Favour Adjara representing the CoP, focused on Persons with Disabilities (PWD); and Rosemary.

Adejoh representing the Gender Justice CoP were warmly welcomed to speak. The CoP leaders gave the below insight on their respective CoP's

### **Social Justice CoP:**

The Social Justice CoP centers around social justice issues and advocates for equitable opportunities in social, economic, and political rights for all members of society. The CoP is guided by five principles: human rights, participation, equity, diversity, and equal access to resources. During the session, the learning questions specific to the CoP were presented, along with the mention of a learning compendium developed the previous year. The COP chair encouraged participants to join this vibrant CoP.

### **Elderly CoP:**

The Elderly CoP focuses on providing care and ensuring a better quality of life for the elderly. With a membership of 15 dedicated organizations, the CoP engages in healthcare initiatives, caregiver training, advocacy, elder abuse interventions, research, and food distribution to rural communities. Last year, the CoP organized a research activity across all six geopolitical zones in Nigeria. The COP chair highlighted the CoP's learning product, a research document available on [Voice Naija](#). Participants were motivated to consider joining the CoP through thought-provoking questions posed by the CoP leader.

### **Persons with Disabilities (PWD) CoP:**

The Persons with Disabilities (PWD) CoP currently comprises 12 member organizations. The learning agenda, learning questions, and learning activities specific to the CoP were discussed during the session. Participants were encouraged to become part of this CoP, which focuses on promoting the rights and well-being of persons with disabilities.

### **Gender Justice CoP:**

The Gender Justice CoP represents various grantees working on different projects in Nigeria. With an organizational membership of 12, the CoP holds regular meetings on the last Friday of each month. The CoP chair highlighted the CoP's learning agenda, emphasizing the plan to develop a compendium of impactful gender justice stories as their learning product. Participants were enthusiastically urged to join this dynamic CoP. To conclude the session, the facilitator emphasized that being a member of a CoP requires both capacity and willingness to engage actively.

After the CoP Leaders showcased their communities and what they did, participants broke out into their respective CoP groups for further discussions in a village meeting format.

## Show yourself; Grantee Update

Participants were provided with the chance to document critical aspects of their organizations, including the organization's name, the funded project's name, the rightsholder group(s) and location, the project's goal, the most significant challenge, the proudest moment, milestones, and the most valuable lessons learned. This information was recorded on flip charts. Subsequently, a gallery walk was held, enabling each organization to showcase their work, share learnings, and seek peer feedback and suggestions on tackling some challenges they face. This show-and-tell format encouraged active participation while creating an environment conducive to mutual learning and identifying areas of possible collaboration.

Name of Organization/ Voice Funded Project	Rightsholder Group and Location	Project Goal	Biggest Challenge	Most Proud Moment	Milestone	Greatest Learning
<p><b>Organization:</b> Center for the Advancement and protection of the rights of Vulnerable People (CAPRIGHTS)</p> <p><b>Voice Funded Project:</b> Reclaim your Life (Future)</p>	<p>1. Young women at their productive age</p> <p>2. Women facing domestic violence and sexual abuse</p> <p><b>Location:</b> Ikotun Community, Alimosho LGA, Lagos</p>	<p>To empower women with knowledge, courage, and skills, especially regarding their reproductive health rights and child spacing, to take charge of their lives and live to the fullest.</p>	<ul style="list-style-type: none"> <li>• Language barrier</li> <li>• Implementation</li> <li>• Religious beliefs</li> </ul>	<p>i. Built confidence of rights holders</p> <p>ii. Consistent in savings</p> <p>iii. Management of violence</p> <p>iv. Active investors</p>	<ul style="list-style-type: none"> <li>• Initial meetings, stakeholder mapping, engagement meetings, and advocacy meetings</li> <li>• Capacity building training on family planning, child spacing,</li> <li>• Introduction of village saving and loan association (VSLA)</li> <li>• Validation of manual on family planning methods.</li> <li>• Creation of the “safe space” platform</li> </ul>	<p>Religious beliefs have a major influence on the rightsholders.</p>
<p><b>Organization:</b> Center for Citizens with Disabilities (CCD)</p> <p><b>Voice Funded Project:</b> Enhancing access to justice, democratic governance, and promoting political participation among women, elderly and youth with disabilities</p>	<p>Persons with Disabilities (PWDs) which comprises different clusters;</p> <p>a. Hearing Impaired b. Visually Impaired c. Albinism d. Spinal Cord Injured e. Physical Disability f. Intellectual Disability</p> <p><b>Location:</b> Lagos State</p>	<p>The goal of this project is to enhance the participation of persons with disabilities in politics and electoral processes in Lagos State.</p>	<p>a. Inaccessibility to key Stakeholders</p> <p>b. Lack of access to funding for PWDs to purchase nomination form</p> <p>c. High rate of Inflation, transport reimbursement is low for PWDs attending events with their aides.</p>	<p>a. The Lagos State Independent Electoral Commission (LASIEC) appointed a disability desk officer during CCD’s advocacy visit to the commission.</p> <p>b. Sensitization of PwDs by the Lagos State Independent Electoral Commission (LASIEC) in collaboration with CCD on inclusive elections</p>	<ul style="list-style-type: none"> <li>• Strengthened collaboration and partnership between PWDs and Independent National Electoral Commission (INEC), Lagos State Independent Electoral Commission (LASIEC), Inter Party Advisory Council (IPAC), Lagos State Office for Disability Affair (LASODA), and Political Parties in Nigeria. Lagos State Public Interest Law Partnership (LPILP)</li> </ul>	<p>a. Key Stakeholders (IPAC, LASIEC, INEC, LASODA) perception is now changing from charity-based to right-based approach</p> <p>b. Regardless of PWD’s impairment, they have shown their ability and potential by demonstrating their political will.</p>

			<p>d. Weak Government policies and implementation of relevant disability laws.</p>	<p>c. Appointment of Mr. Agbabiaka, a person with a disability, as a councilor in Oshodi-Isolo Local Government Area of Lagos State.</p> <p>d. As a result of CCD's project, a special registration center to capture PwDs data was set up by LASODA and INEC, which increased PwD's participation in elections</p>	<ul style="list-style-type: none"> <li>• Increase in media awareness on the inclusive electioneering process for PwDs</li> <li>• LASIEC renewed its commitment to work with CCD in adopting recommendations</li> <li>• highlighted in the research report in subsequent local Government elections in the State.</li> <li>• 50 interpreters across Lagos State.</li> </ul>	<p>c. PwDs showed ability in disability as the majority participated as INEC ad hoc staff and did massively well.</p>
<p><b>Organization:</b> Dewdrop Foundation (DDF)</p> <p><b>Voice Funded Project:</b> Women Empowerment and Inclusive Governance Project</p>	<p><b>Women</b></p> <p><b>Location:</b> Umuode Community Nkanu East LGA, Enugu State</p>	<p>To strengthen the economic capacity, Voice, and participation of women in governance through access to land resources and cooperative farming for sustainable income generation,</p>	<ul style="list-style-type: none"> <li>• The low literacy level of some rightsholders limits their broad understanding of some of the project concepts.</li> <li>• Having to implement too many project activities</li> </ul>	<p>Our rightsholder, led by the community volunteers, chose a sustainable site that was presented for approval to the community land committee.</p>	<ul style="list-style-type: none"> <li>• .Establishing of Women Voice Roundtable (VRT) to lead advocacy initiatives in the community</li> <li>• Identification of women with leadership potential in the community.</li> <li>• Acquisition of community land for Umuode women cooperative of farmers.</li> <li>• Inauguration of a women's cooperative group of farmers.</li> </ul>	<p>a. The positive power of advocacy.</p> <p>b. The impact of the 'Nothing about us without us' principle.</p> <p>c. How loud the Voices of rightsholders can be heard when amplified.</p>

		reduce their economic vulnerability as well as advocate for their protection from social exploitation and violence.	simultaneously as a result of the delay in the release of the project's first tranche.			
<p><b>Organization:</b> Female Inmates and Returned Citizens (FIRC)</p> <p><b>Voice Funded Project:</b> Enhancing access to self-reliance for female inmates and ex-inmates</p>	<p>Women facing exploitation, abuse, and violence (female inmates)</p> <p><b>Location:</b> Abuja, Lagos and Enugu</p>	<p>Empowered Female Inmates/Ex-inmates (Returned Citizens) through Healthy Rehabilitation and Strategic Re-integration</p>	<ul style="list-style-type: none"> <li>• How to get more customers beyond the prison walls to buy our product?</li> <li>• How to get more funding after Voice exists to scale up and sustain the gains of our project?</li> </ul>	<p>Female inmates solving their immediate problem (access to sanitary pads) by themselves</p>	<p>Mobilized stakeholders and trained our members as trainers (TOT)</p>	<p>We have seen tremendous opportunities to consolidate as an emerging organization by collaborating and networking (COP &amp; L&amp;L) with other organizations within and outside Nigeria</p>



<p><b>Organization:</b> Gender Mobile Initiative (GMI)</p> <p><b>Voice Funded Project:</b> Amplifying Female Students' Voices on Sexual Harassment Prevention and Response.</p>	<p>Female student leaders (Campus Ambassadors), young people, and persons with disabilities.</p> <p><b>Location:</b> University of Abuja, Gwagwala da</p>	<p>To break the culture of silence against all forms of sexual harassment by building and strengthening the capacity of students with skills and knowledge that would enable them to mobilize action, hold institutions to account, and provide first-aid psychosocial support to victims of sexual harassment within the University of Abuja.</p>	<p>a. Distorted calendar occasioned by the general elections, which stalled the early kick-off of our program.</p> <p>b. Convening the students at a uniform time, due to differences in individual calendars, as well as that of the school.</p> <p>c. Low level of awareness among the students on the existence of an anti-sexual harassment policy in the school, which is an issue we are already tackling.</p>	<p>a. The Town Hall Forum and CampusPal Mobile App Drive with over 500 students and a cross-section of the management team in attendance. It was an interactive town hall forum where emerging issues were uncovered because it allowed students to talk about their personal experiences. We uncovered that some "lecturer boys" were in the habit of sexually exploiting 100-level students.</p> <p>b. Uncovering the red zones on campus based on the data that the students provided us with.</p> <p>C. Acknowledgment of our work by the leadership of the institution. Sometime in the year, the Vice Chancellor of the University of Abuja was in Chicago for a meeting with other members of academic institutions, where he referenced the work that we are currently doing with the University to ensure that the university is safe and free from all forms of sexual harassment.</p>	<p>a. Training of the selected 50 female student leaders on campus organizing.</p> <p>b. App sign-up by over 500 students of the University of Abuja. The CampusPal mobile application is an app where reportage of cases of sexual and gender-based violence can be made confidential. This aligns with the scope of our work at Gender Mobile Initiative, where we adopt technology to abate all forms of SGBV within the learning environment.</p>	<p>Adopting a participatory and collaborative approach - collaborating with direct stakeholders and persons affected is of utmost importance when aiming to bring about any form of change within a system. This helps us to gain a deeper understanding of their needs and perspectives, which allows us to tailor our solutions to their specific circumstances. This is precisely why our project approach embodies the inclusion principle of 'Nothing About Us Without Us',</p>
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<p><b>Organization:</b> Ike Foundation for Autism (IFA)</p> <p><b>Voice Funded Project:</b> H.E.A.L AUTISM</p>	<p>Parents, caregivers, therapists, and anyone associated with people living with Autism in Nigeria.</p> <p><b>Location:</b> Abuja</p>	<p>It is focused on improving access to social services, health, and education for persons living with Autism, with a leaning towards sensitizing the general public on issues surrounding Autism and building the skills of caregivers specifically early years teachers, healthcare workers, parents, and other persons who interact with children in their early years).</p>	<p>Inadequate funding</p>	<p>a. Seeing children with Autism show signs of great improvement and becoming more self-reliant and functional.</p> <p>b. Helping parents and caregivers build capacity in caring for Autistic children.</p>	<p>a. Helping tens and hundreds of people access therapy, emotional support, and professional help through our capacity-building exercises.</p> <p>b. Spreading our reach to grass root areas beyond urban environments to reach poor families that cannot easily access proper therapy.</p>	<p>There is a need to bring more stakeholders into the 'Autism' discussion to increase the capacity to reach a wider threshold of rights holders. No single person, group of persons, or organization can take on the monumental task of providing awareness and advocacy for Autism and Autism related issues alone; hence the need to synergize.</p>
<p><b>Organization :</b> Mothers And Marginalized Advocacy (MAMA) Centre</p> <p><b>Voice Funded Project:</b> Accountability for Empowerment Project (A4E) Project</p>	<p>Indigenous women groups/farmers</p> <p>Location: Udi Local Government, Enugu State</p>	<p>The goal of the Project is that government completes abandoned livelihood road projects to improve rightsholders livelihood.</p>	<p>a. Transcending from technicality to locality</p> <p>b. Unpacking the real empowerment to extended indigenous groups</p>	<p>a. Application of lessons learned from the project in solving extensive by related problems</p> <p>b. Seeing policy makers giving dedicated attention and commitment demands by rightsholders</p> <p>c. Seeing the rightsholders making history and shaping perception about women's capacity and capability</p>	<p>a. Building a formidable community of women groups/rightsholders who, for the first time in Udi come together to demand accountability on abandoned livelihood projects.</p> <p>b. Having the rightsholders directly engage with the policy makers renews hope.</p>	<p>a. Having the trained Amachala-Ngwó rightsholders leading and mentoring the women was a big win</p> <p>b. When women lead the process, policymakers listen more, while advocacy objective is achieved.</p>

				d. Having our rightsholder mainstreamed as a member of traditional council		c. Rightsholders knowing their rights and responsibilities to demanding accountability.
<p><b>Organization:</b> Motherhen Development Foundation (MDF)</p> <p><b>Voice Funded Project:</b> Yaki Da Cin Zarafin Mata</p>	<p>a. Poor of the poorest (PoP) women,</p> <p>b. Women living with disabilities</p> <p>c. Adolescent girls</p> <p><b>Location:</b> a. Bajude community, Kwami LGA, Gombe LGA</p> <p>b. Bambam community, Balanga LGA, Gombe LGA</p> <p>c. Biu LGA, Borno State</p>	<p>a. To deliver and expand a variety and range of training to meet identified needs for women, girls, adolescents, and persons with disabilities.</p> <p>b. To support and bridge the gaps of Gender injustice by making informed decisions through strategic changes in knowledge, attitudes, norms, beliefs, behaviors, coordination of messages, and activities across a variety of channels to reach individuals which shall be evidence-based.</p>	<p>a. Time Constraints for the project implementation</p> <p>b. The safe space created is having a low turnout of members for their meetings because of the wet season farming</p>	<p>a. Women zeal to partner with MDF for capacity building after attending the market outreach.</p> <p>b. Women and girls understanding their potential</p> <p>c. TOT among mentors in other communities where the project is not being implemented.</p>	<p>a. Built the capacity of community women-led organizations to create inclusive, safe space which includes women, girls, adolescents, and persons with disabilities</p> <p>b. Stakeholder involvement in gender equity for community women, and girls, adolescents and persons with disabilities.</p>	<p>a. Leveraging on existing community structure for a rapid behavioral structure which includes religious bodies makes men part of the fight against violence against women and girls in their communities.</p> <p>b. Leveraging existing structures of women-led group by building their capacity increases awareness of the negative effect of GBV.</p>

		<p>. To provide institutional strengthening support to other women-led and women-focused organizations. To increase the number of women-led and women-focused organizations that are working on women's leadership</p> <p>d. To Increase opportunities and access for women, girls, and youths in their personal development through the provision of support services, strategic promotion, networking, and collaboration.</p>				
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		<p>e. To Create an enabling environment for Gender equity and increase awareness through sensitization on the need to end gender-based violence</p> <p>f. To provide a safe and inclusive space for women, girls, and persons with disabilities</p>				
<p><b>Organization:</b> Novel Association for Youth for Advocacy (NAYA)</p> <p><b>Voice Funded Project:</b> Creating Hope for Nigeria Girls through Economic Enterprise (CHANGE).</p>	<p>Adolescent Girls and young women</p> <p><b>Location:</b> Mpape and Kubwa communities of FCT, Abuja..</p>	<p>Improved access to resources and employment among women and girls facing exploitation, abuse, and /or violence</p>	<p>a. Identification of vulnerable AGYW who show wiliness to participate inthe project</p> <p>b.Absenteeis m from training center by some trainees without their trainers` permission</p>	<p>Demonstration of high-leveled commitment by right holders in acquiring new skills at their selected vocations.</p>	<p>a. Inception workshop with community stakeholders</p> <p>b. Enlistment of right holders and vendors into project</p> <p>c.Inauguration and signing of Memorandum of Understanding with vendors to commence training with right holders</p> <p>d. Validation of right holders for a project through monitoring.</p>	<p>a.. Collaboration with community stakeholders engenders project success</p> <p>b. People show less commitment to things or activities where they have no financial stake.</p>

<p><b>Organization:</b> Novel Association for Youth for Advocacy (NAYA)</p> <p><b>Voice Funded Project:</b> Creating Hope for Nigeria Girls through Economic Enterprise (CHANGE).</p>	<p>Adolescent Girls and young women</p> <p><b>Location:</b> Mpape and Kubwa communities of FCT, Abuja..</p>	<p>Improved access to resources and employment among women and girls facing exploitation, abuse, and /or violence</p>	<p>a. Identification of vulnerable AGYW who show wiliness to participate inthe project</p> <p>b.Absenteeism from training center by some trainees without their trainers` permission</p>	<p>Demonstration of high-leveled commitment by right holders in acquiring new skills at their selected vocations.</p>	<p>a. Inception workshop with community stakeholders</p> <p>b. Enlistment of right holders and vendors into project</p> <p>c.Inauguration and signing of Memorandum of Understanding with vendors to commence training with right holders</p> <p>d. Validation of right holders for a project through monitoring.</p>	<p>a.. Collaboration with community stakeholders engenders project success</p> <p>b. People show less commitment to things or activities where they have no financial stake.</p>
<p><b>Organization:</b> Carmelite Prisoners' Interest Organization (CAPIO)</p> <p><b>Voice Funded Project:</b> POLLRITE23</p>	<p>Senior citizens and/or young people (inmates in Nigeria.</p> <p><b>Location:</b> Enugu and Lagos</p>	<p>Improve political participation of inmates in Nigeria</p>	<p>Inconsistent support from INEC</p>	<p>a. Support from stakeholders and the Nigerian Correctional Service</p> <p>b. Development of the electoral framework</p> <p>c. Inmates' wiliness to participate in the electoral process</p>	<p>a.Development of an electoral framework for inmate voting in Nigeria</p> <p>b. Inmate voting right was raised on the floor of the Senate by Senator Abba Moro</p>	<p>Negative outcome is real hence, there is a need to develop and periodically review our risk mitigation strategy</p>

<p><b>Organization:</b> Kids and Teens Resource Center (K&amp;TRC)</p> <p><b>Voice Funded Project:</b> Full Circle Tax Watch for Marginalized Population</p>	<p>Young People, LGBTQI, Sex Workers, People with Albinism, People with Disabilities, and Persons Living with HIV</p> <p><b>Location:</b> Nigeria, Ghana, Mali</p>	<p>Improved accountability around fiscal issues, most especially taxes, and budgeting as a means to improve access to social services, health, and education for marginalized communities</p>	<p>Inadequate resources to reach other marginalized populations at the sub-national level for meaningful empowerment and engagement.</p>	<p>Debby Mamman, a right holder - became a member of Nigeria CCM (country coordinating mechanism).</p>	<p>a..Conducted participatory action research on current fiscal (both Taxation and Budget) policy and practice monitoring initiatives in Ghana, Mali, and Nigeria through the lens of the marginalized groups</p> <p>b.Conducted Research on the current budget expenditure on marginalized communities by the Country Coordinating Mechanisms (CCM), including the Global Fund policy that 15% of CCM budgets should go to community engagement</p> <p>c. Developed Advocacy Briefs on research findings and recommendations</p> <p>d.Conducted Face-To-Face Advocacy meetings using Briefs, with in-country stakeholders on Tax and Budgeting</p>	<p>When right holders know their rights, they make demands without fear</p>
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					<p>e. Organized Knowledge sharing workshops in Ghana, Mali, and Nigeria to improve the knowledge of stakeholders working in existing budget and tax monitoring initiatives to improve the inclusion of marginalized populations in their projects</p> <p>f. Attended Linking &amp; Learning Events in Uganda and Kenya with Participants (Voice Grantees) from other countries to discuss lessons learnt (successes and failures), strategies, tactics, and skills from one another.</p>	
<p><b>Organization:</b> The Albino Foundation, Plateau State</p> <p><b>Voice Funded Project:</b> We Live To Shine</p>	<p>Persons with Albinism</p> <p><b>Location:</b> Plateau State</p>	<p>The project is aimed at raising self-awareness and building more confidence among PWA about their rights and sharpens up</p>	<p>a. Financial challenge: high cost of items, cashless policy.</p> <p>b. Mobility challenge: increased cost of transportation unavailability of vehicles.</p>	<p>a. Our rightsholders were able to stand and defend their rights, seek personal income for themselves and making decisions.</p> <p>b. 17 persons with albinism (PWA) were involved in the election process.</p>	<p>a. Health awareness campaign for PWA especially on skin cancer.</p> <p>b. Testing and Counseling for PWA</p> <p>c. Workshops and sensitization on skin cancer for PWA</p>	<p>Implementation led to the discovery of better ways to engage beneficiaries and stakeholders.</p>



		<p>strategies for demanding them through capacity building of rightsholders and advocacy engagement with power brokers</p>	<p>c. Fear of political instability and ethnoreligious crisis: people were afraid of gathering for fear of political or ethnoreligious crises</p>	<p>c. PWAs are able to stand up for their education and are able to get an international scholarship, got gainful employment by themselves, and build more confidence and some are engaged in other activities that have become beneficial to them and their relatives</p>	<p>e. Organized Knowledge sharing workshops in Ghana, Mali, and Nigeria to improve the knowledge of stakeholders working in existing budget and tax monitoring initiatives to improve the inclusion of marginalized populations in their projects</p> <p>f. Attended Linking &amp; Learning Events in Uganda and Kenya with Participants (Voice Grantees) from other countries to discuss lessons learnt (successes and failures), strategies, tactics, and skills from one another.</p>	<p>b. A more focused approach was adopted, resulting in increased confidence and awareness among PWAs in Plateau State.</p> <p>c. Individual questionnaires proved more effective in identifying the challenges of PWAs compared to group questionnaires or assumptions.</p> <p>d. Networking and good communication were found to be crucial in creating safe spaces for PWAs to interact and share their problems.</p>
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<p><b>Organization:</b> African Caribbean Heritage Alliance (ACHA)</p> <p><b>Voice Funded Project:</b> Now - Us - Awards</p>	<p>Vulnerable elderly and youth, women facing exploitation, abuse, and violence.</p> <p><b>Location:</b> Borno, Gombe, and FCT</p>	<p>To coordinate &amp; facilitate the Now Us Award for Voice in Nigeria</p>	<p>Project was on hold for 3 months</p>	<p>Surmounted the challenge and continued implementation thereby addressing delay</p>	<p>a. Publication of request for proposals</p> <p>b. Selection of top 10</p> <p>c. Bootcamp and pitching of proposals by selected organizations</p> <p>d. Awarding top 3 proposals with grants for implementation.</p> <p>e. Mentorship and coaching of selected awardees ongoing</p> <p>f. Development of capacity building plan for awardees</p> <p>g. Training of awardees based on identified gaps. So far 4 pieces of training have been conducted – Proposal writing and grant identification, Human resource management, Development of communication strategy and Budgeting and reporting</p>	<p>As a learning organization that applies agile program management methodology, ACHA was able to institute organizational changes and implementation strategies to mitigate the delays caused by the suspension of the project</p>
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<p><b>Organization:</b> International Center for Environmental Health and Development (ICEHD)</p> <p><b>Voice Funded Project:</b> Badagry Women Empowerment</p>	<p>Marginalized women/girls, exploited women, less privileged women.</p> <p><b>Location:</b> Badagry, Lagos</p>	<p>To project the Voices of Women farmers against Exploitation and Marginalization through access to resources, skills, and capacity building.</p>	<p>a. A lot of women farmers are not under any cooperative.</p> <p>b. Difficulty in gathering women.</p> <p>c. Identifying the right women.</p>	<p>a. Seeing Women acquiring new skills b. Using Smart Agriculture and establishing their own farms.</p> <p>c. Beneficiaries supported with incentives e.g. fertilizer, sprayers, pesticides, animal feeds, etc.</p>	<p>a. Over 100 Women trained on Climate, Smart Agriculture, Climate adaptability, and resilience.</p> <p>b. Women trained on how to use Soil Test Kits.</p> <p>c. Mentoring programs</p> <p>d. Establishing a connection between women farmers and the community leaders in accessing land through stakeholders' engagement.</p>	<p>a. A lot of women are ignorant of their rights and agencies to consult when they are marginalized.</p> <p>b. We can collectively be a voice for rural women.</p>
<p><b>Organization:</b> Coalition for the Rights of Persons in Nigeria (COSROPIN)</p> <p><b>Voice Funded Project:</b> Older Persons Hangout</p>	<p>Rural communities</p>	<p>Reach all older persons</p>	<p>There are many grounds to cover because of the challenges of old people are enormous.</p>	<p>Impacting on the elderly lives and putting smiles on their faces</p>	<p>Intergenerational synergy, reaching out and creating impact</p>	<p>Elderly individuals require awareness and sensitization on navigating old age and the various health conditions, they may be vulnerable to.</p>

<p>Organization: Hoomsen Women Farmers</p> <p>Voice Funded Project: Muma A Yi Damu</p>	<p>Women facing exploitation, abuse, and violence.</p> <p>Location: Shendam, Plateau State</p>	<p>Women inclusion in traditional council</p>	<p>Unequal opportunity in decision making</p>	<p>a. Having women representative in traditional council.</p> <p>b. Acquiring land of our own through women representatives in the traditional council.</p>	<p>a. The presence of women in the traditional council</p> <p>b. Empowering women</p>	<p>a. Women can fight for their rights.</p> <p>b. With connection and collaboration, our voices will be heard.</p>
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## DAY 3

The day commenced with a recap asking participants about their takeaways from the previous day. One participant shared their takeaway was the importance of documentation, while another mentioned learning about the significance of sharing their stories to inspire others. A participant highlighted the gallery walk as a memorable experience, as it allowed them to listen to other grantees' project implementations. Another person expressed that they learned to infuse fun into their work, and the learnings from the Indaba experience stood out for them. Another participant echoed the sentiment that the Indaba experience was their takeaway.

There was a shared eagerness among the participants to find solutions to challenges, and one participant found a valuable solution for a setback they had been struggling with in implementing their project; also, hearing the stories of fellow grantees inspired them to start sharing their own. Upon concluding the recap, it became evident that participants had acquired valuable insights, felt encouraged to share their stories, and were motivated to seek innovative solutions, thus fostering a collaborative and empowering environment.

### Mix & Match – Financial Reflections

This session focused on facilitating peer-to-peer experience sharing on financial management, explicitly addressing practical exercises related to budgeting, documentation, and reporting. These broad topics allowed participants to share their group reflections regarding what should be started, continued, or stopped under the Voice Project. Reflections that were captured from the respective groups are as follows:

Reporting	Documentation	Budgeting
<ul style="list-style-type: none"> <li>• How to use reporting template</li> <li>• Sometimes we don't have complete documents to report back to funders</li> <li>• Quick Book operationalization</li> <li>• Need to capture value for money when reporting</li> <li>• Reporting events as a project lead</li> <li>• Timely reporting of activities</li> <li>• I want to know more about procurement</li> <li>• How to write a good report format</li> <li>• How to input figures well</li> <li>• Reporting template</li> <li>• Timely reporting of activities</li> </ul>	<ul style="list-style-type: none"> <li>• How to use quick book</li> <li>• More capacity building in documentation</li> <li>• Filing of documentation should be back up with soft copy not only hard copy</li> <li>• Documenting the reports as a project lead.</li> <li>• Striking a balance between the budgeted amount and the actual spent during reporting</li> <li>• Supporting documents</li> <li>• Procurement documents and policy</li> <li>• Scientific ways of documenting activities</li> <li>• Difficulty in getting source document from vendors in local communities where the project is located</li> </ul>	<ul style="list-style-type: none"> <li>• Our finance person makes it uncomfortable to monitor the budget for me as a program officer</li> <li>• There is need to use official exchange rate in budgeting to mitigate inflation</li> <li>• I don't know how to develop a standard</li> <li>• Budget for my proposal as a program officer</li> <li>• How to prepare a budget for activity</li> <li>• Getting full prices of program activities</li> <li>• In view of the continuous rise in the prices of goods, how can one accurately capture the cost of items in the budget?</li> <li>• Inflation.</li> <li>• Exchange rate difference</li> <li>• How to prepare budget for proposal and activities</li> <li>• Insufficient budget allocated to some activities.</li> </ul>

<ul style="list-style-type: none"> <li>• A record of income and expenditure of an organization over a fiscal year or period</li> <li>• Best practices in internal processes</li> <li>• Reporting of activities</li> </ul>	<ul style="list-style-type: none"> <li>• What possible strategy or solution can one adopt in local communities that don't use the receipt as a proof of sales?</li> <li>• I don't have skills to monitor, report and document financial issues as a professional</li> <li>• A record of a series of activities done over a period of time to show the starting point, progress made, and current level and situation</li> <li>• Inability to capture the total picture per time of an event and the lack of adequate skills needed for proper reference</li> </ul>	<ul style="list-style-type: none"> <li>• Our finance person makes it uncomfortable to monitor the budget for me as a program officer</li> <li>• There is need to use official exchange rate in budgeting to mitigate inflation</li> <li>• I don't know how to develop a standard.</li> <li>• A record of the total expenditure to be incurred on a particular project over a period of time.</li> <li>• Inability to get a total picture of the expenses that may come up in the course of the project and price volatility.</li> <li>• Preparing a budget for proposal writing</li> <li>• The proper way of budgeting</li> <li>• Balancing financial account budgeting</li> <li>• Preparing proposal budget</li> </ul>
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### Session on Sustainability

The session was facilitated by Chioma Kanu of MAMA Centre. The session started with participants sharing their understanding of sustainability. Subsequently, the facilitator provided an explanatory presentation centering on two key aspects: sustainability in terms of human capital and economic sustainability. She explained sustainability in terms of human capital as fostering flexibility within the workplace, including implementing flexible working hours. The facilitator sought the participants' insights on this topic.

Furthermore, the facilitator provided an enlightening presentation that delved into economic sustainability. The participants shared various ideas, including; merchandising and hosting events where the organization's branded items could be sold to generate profits to fund their work of empowering the rightsholder groups they work with. In addition, participants put forward various suggestions for generating resources within NGOs. These included renting out office space, utilizing donation boxes, forming partnerships with stakeholders, gaining a comprehensive understanding of resource mobilization strategies, offering training opportunities, and assisting individuals in securing employment to enable their active participation and contribution to society.

Ways to ensure sustainability in our organizations' Proposal writing, forming partnerships, crowdfunding, outsourcing human capital, and partnering with the private sector.

## Group Work on Economic Sustainability:

Participants were grouped according to their organizations to thoroughly assess their strengths and opportunities and see how they can sustain their organizations. Each participant was then encouraged to write about the initiatives undertaken by their respective organizations to promote sustainability. These insights were later shared for all participants to gain valuable insights from each other's experiences.

## Financial Management

This session was facilitated by Aisha Barde from ACHA. She started the session by asking about the participants' understanding of financial management. Responses varied, with some defining it as the art of managing money to avoid financial hardship, achieving a balance between income and expenses for sustainability, and perceiving it as the management of income, expenditure, and the implementation of structures and policies. She then gave an expository on financial management, which she explained as encompassing several aspects, including planning, organizing, directing, and controlling financial activities. It also involves strategic planning, setting financial goals, analyzing finances, and monitoring income and expenditure patterns. Notably, financial management is not confined to finance professionals alone; it is a shared responsibility between program and finance personnel. Applying management concepts, such as budgeting and forecasting, is integral to effective financial management.

The objective of financial management is to ensure the proper mobilization of resources for the organization. This involves efficiently acquiring and managing funds to support the operations and growth of the business. Effective financial management also helps reduce risks and ensures the organization's survival in a competitive environment. Additionally, it contributes to establishing a balanced organizational structure.

Financial management is important for the following reasons; it facilitates planning purposes, allowing organizations to set clear financial goals and objectives. It also plays a role in cutting down costs and optimizing financial resources. Moreover, managing finances helps plan for future growth and provides valuable insights for making critical financial decisions. It also helps employees become aware of financial savings and investment opportunities.

To effectively manage finances within organizations, it is important to have the right policies in place and implement them consistently. This includes developing a budget and utilizing financial reporting tools to track and monitor the organization's financial health. Various processes, such as pipeline analysis, burn rate analysis, and variance analysis, are employed by participants to monitor financial progress. Internal and external auditors are crucial in ensuring compliance and financial accountability.

Financial reporting statements, including annual reports, are essential for providing a comprehensive overview of the organization's financial performance. A participant mentioned that the programs officer presents the budget for approval and retains the necessary documents.

Overall, proper financial management requires a well-structured organization that complies with regulations. It also emphasizes the interdependence between financial management and organizational operations. Organizations can achieve their objectives, ensure stability, and foster sustainable growth by effectively managing finances.

As the session ended, she emphasized that improper financial management exposes organizations to fraud, collaboration issues, misappropriation of funds, unwise investments, inadequate financial reporting, physical asset damage, and non-compliance with regulatory requirements.

#### Questions

A participant posed a question regarding managing finances in the context of running an informal organization. In response, the facilitator emphasized that every organization, regardless of its informality, should understand income and expenditure.

#### Financial Reflections

Reflecting on the previous mix-and-match session, the Voice finance officer provided further clarification on exchange rates, directing participants to examine the variations among different banks closely. While acknowledging the competitive nature of bank exchange rates, the Voice finance officer emphasized the significant disparities in the parallel market and the importance of adopting a unified exchange rate. Furthermore, she emphasized that banks serve as the standardized source for exchanges from donors' perspective. This measure aims to prevent potential audit queries and ensure proper accountability for all funds.

### Key Points

- When reporting, grantees must use the actual exchange rate
- When a project ends, all outstanding balance is returned
- Participants' comments:
- Meetings like this that includes financial discussion should have finance officers in attendance
- Voice should handle the currency exchange themselves and provide the grantee with funds in Nigerian naira to minimize losses, or alternatively, allow grantees to utilize the parallel market for currency exchange.
- Conduct exchanges with a body registered with CAC (Corporate Affairs Commission).

In response, the facilitator stated that there is an existing policy in place which grantees are expected to adhere to without deviation. However, if a loss exceeding 25% of the budget occurs, significantly impacting the project, provisions exist for an additional budget to address such situations.

To conclude, she requested grantees review the slide presentation shared during the inception workshop. She emphasized the importance of participants adhering to the policy of Voice by conducting their currency exchange through the bank.



## Closing

The event ended with a closing remark from the OXFAM acting Head of Program, William Mafwalal, who thanked the participants for their active participation, insightful contributions, and the connections that have been forged during the event while also urging participants to carry forward the spirit of learning, collaboration, and continuous improvement. "As we part ways today, let us carry forward the spirit of learning, collaboration, and continuous improvement. Let us remain inspired by the connections we have made and the insights we have gained. Together, we can make a difference in our fields and contribute to positive change in our communities".

To wrap up the linking and learning event, participants were treated to a delightful cultural night celebration filled with delectable food, exquisite drinks, and local music. The evening celebrated three impactful days filled with shared insights and newfound connections, beautifully captured through memorable photographs.

## PHOTO GALLERY



VOICE LINKING AND LEARNING 5 REPORT