

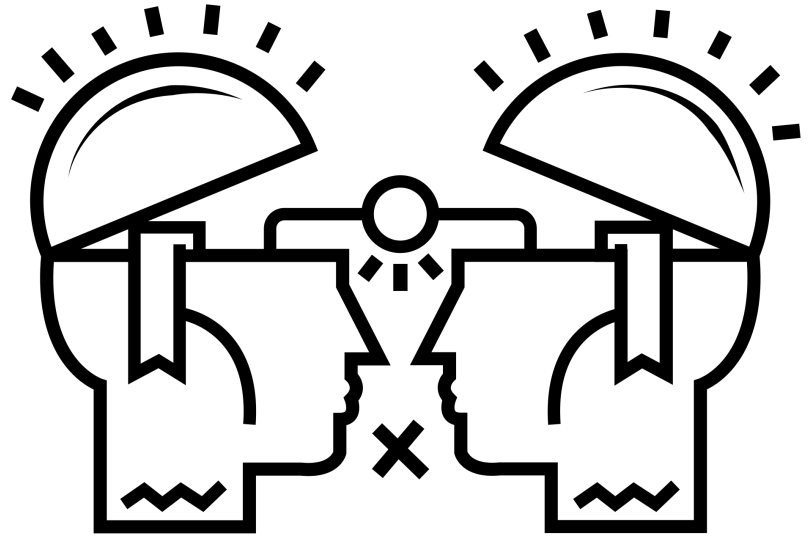
# Feedback & Learning Report Wikimedia Community Fund Round 1



**WIKIMEDIA**  
FOUNDATION

# Report Structure

- Section 1: Why this report?
- Section 2: Learning and evaluation framework and Methodology
- Section 3: General funding data
- Section 4: Regional Fund Committees Analysis
- Section 5: Applicants analysis
- Section 6: Conclusions and next steps



# Key Takeaways

## Funding:

- In round 1 funds were distributed in line with initial goals towards more equitable distribution, although there is still a way to go.
- With only Round 1 we have already distributed more funds than the entire previous fiscal year 20/21.
- First time able to have aggregated information to understand what applicants are working on

## Perception about the new process and model:

- Overall **people feel this is the right direction**, even if some changes are needed in process and tools.
- Fostering a **partnership mindset between the *Foundation-Committees-Applicants*** and better alignment is a critical to the success moving forward.
- **Empathy with clear and open communication**, as well as, improved process and tools will be fundamental to develop partnership and alignment.
- Regional Fund Committees and Applicants have ideas on how to work on improvements and open to do it **together**.
- **Regional differences**, in both Committees' and applicants' perceptions exist, with MEA and LAC regions tending to evaluate processes more positively.
- Overall Regional Committee members **felt autonomous, empowered, satisfied** with their role and worked well as teams.
- The support and role of the **Community Resources team was appreciated** and feedback was given on how this can be expanded.

# **Section 1: Why this report?**

# Why this report?

- Movement Strategy: at the core it is about **iterating, learning and adapting!**
- Our learning and evaluation framework is based on participatory learning. Are we all moving in the right direction?
- We need to draw practical conclusions to iterate and adjust in time.



The Official GIPHY Page



“Regardless of what **we discover, we understand and truly believe that everyone did the best job they could, given** what they knew at the time, their skills and abilities, the resources available, and the situation at hand.”

Norm Kerth, Project Retrospectives

The constructive criticism provided shows this spirit. Nothing was said to criticise a person's or group's' abilities. As one member said, it was with the spirit of looking at “the wider situation **we all found ourselves in**”. (NWE)

# **Section 2: Community Resources Learning and Evaluation Framework**

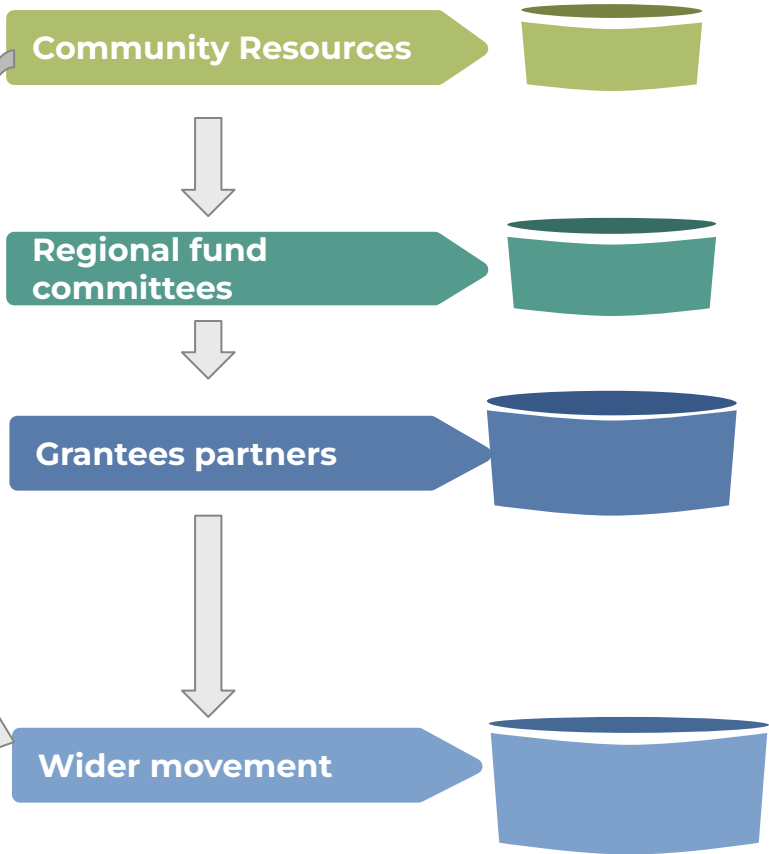


# Community Resources Learning and Evaluation Framework

- The framework was developed as part of the new funds strategy.
- It defines a **Theory of Change**, and based on this, metrics to measure if we are moving in the right direction (or not), to bring about this change.
- We need to capture and learn from meaningful data, emphasising qualitative data that will help us have a deeper understanding of the results and adjustments that should be made.



# Theory of Change Summary



If **Community Resources**, through the new funds strategy will:

- Bring in new a diverse grantees
- Provide thought partnership
- Foster a learning culture
- Share decision-making power
- Build capacities in Regional Fund Committees

Then **committees** will feel empowered and well equipped to make impactful funding decisions and support grantees

Then **grantees** will be more able to:

- Improve program delivery and innovate to bring in more and diverse contributors
- Strengthen internal and/or organizational capacities and leadership
- Grow, sustain and diverse communities, especially underrepresented groups
- Engage in peer learning
- Build strategic partnerships

Through grantees work we hope to see changes in the wider **communities and movement.**

- Diverse growth in contributors and content
- More peer learning and collaboration
- Greater sense of engagement and investment

Based on the **Theory of Change** we developed a series of **Learning questions** to see if we are on the path to achieving the change we hope to see and if our assumptions are right.



### **Learning Questions (SLQs)**

*What are the key questions we need to answer about our strategy? What do we need to know to make better strategic decisions?*



### **Data Collection**

*What data do we need to gather to address our learning questions?*



### **Learning spaces**

*Coming together to reflect on the data, learn from one another's work, generate new ideas, make important decisions, etc.?*

# Learning questions for Regional Fund Committees

- To what extent is the CR team **sharing power with community and centering community voice** in our decision-making?
- To what extent are we supporting the work of regional committees as a means of decentralizing decision-making?



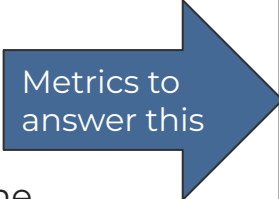
Metrics to answer this

Feedback from grantees and regional committee members on **effectiveness of the model**

- % of committee members satisfied with their role
- % of committee members that feel equipped to analyze proposals
- Feedback about the model, level of support received, etc.
- Feedback on thought partnership and trust-based relationship with the CR team.

# Learning questions for Applicants

- To what extent are we reaching underrepresented communities **proactively** and taking into account unequal playing fields, different contexts, as well as barriers experienced by potential grantees?
- What **other forms of support** do grantee partners still seem to need?
- To what extent and in what ways is the CR team **supporting grantee partners beyond grant funding** in ways that reflect their dynamics, context, and needs?
- How are we **building trust** and stronger relationships with grantees?



Metrics to answer this

Feedback on the **accessibility** of Wikimedia grant funding

- Percentage of grantees who rate CR grantmaking model as 'Effective' or 'Very Effective'
- Feedback from grantees on the effectiveness of regional committee model
- Feedback on support received by CR during the application process - outreach, tools, etc.
- Feedback from grantees on the support of innovation

**Note:** these are the general learning questions and metrics that will be measured through a number of evaluation processes, this initial feedback is just a partial measurement.

# Feedback and adjustment process

In line with our framework the idea is to focus on **data and reflection and learning together**



# Participants

Thank you for your time and thoughtfulness!

Regional Fund Committee Survey	Total # of members	Survey Response	% Response
MEA	12	8	67%
LAC	11	11	100%
US & Canada	10	3	30%
CEE	5	5	100%
NWE	7	6	86%
ESEAP	5	4	80%
SAARC	6	3	50%
<b>TOTAL</b>	<b>56</b>	<b>37</b>	<b>71%</b>

Applicant Survey	Total # Recipients	Survey Response	% Response
MEA	14	9	64%
LAC	7	6	86%
US & Canada	6	2	33%
CEE	9	2	22%
NWE	14	8	57%
ESEAP	5	0	0%
SAARC	3	1	33%
<b>TOTAL</b>	<b>58</b>	<b>28</b>	<b>48%</b>

Regional Fund Committee Interviews: Total: 14 members interviewed (2 per region)

Applicant Interviews: Total 12 (1-2 per region)  
Interviewed a cross section of those with applications approved, partially funded and declined.

Cross-regional session: 70% of members participated

# **Section 3:**

# **Wikimedia Community Fund**

# **Round 1 Funding Data**



# Round 1: Funding data

- Let's look at some general data from Round 1 that reflects the incredible amount of work applicants and regional committee put into this!
- It is an early thermometer to see if we are achieving a larger and more equitable distribution.
- This analysis is for the **Community Fund** (rapid funds, general support and conference). It does not include the Alliances Fund and Research Fund.



By adapted illustration by Jasmina El Bouamraoui and Karabo Poppy Moletsane for Wikipedia 20

# Wikimedia Foundation Funds Budget Fiscal Year 21/22 \$11.96 M

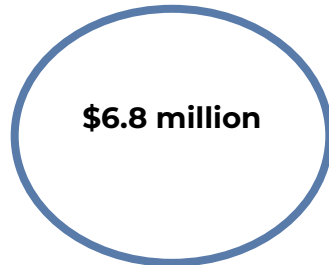
Round 1 funded more than in the **whole fiscal year** 2021

Round 2 expected more applicants from all regions, particularly SAARC and ESEAP and Conference Grants

The expected overall increase in funding in 2022 is **82%**.

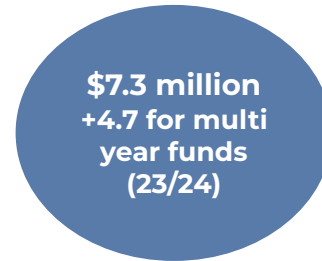
Funding for the **FULL** fiscal  
year ending 2021  
(July 2020-June 2021)

**Full Fund**  
**July 2020- June 2021**



Funding **after round 1**,  
round 2 in the year starts in  
March/Abril

**Community Fund**  
**(Round 1 2022)**



# Wikimedia Community Fund Round 1

- The % of funding distribution is similar to the previous year, with 7% of funds going to rapid funds.
- Conference funds will increase in Q3 & Q4.
- In future reports we will have more analysis on why some applications are declined or withdrawn but the overall approval rate is high.

	Rapid Fund	Conference Fund	General Support Fund
<b>Applications Reviewed</b>	363	1	56
<b>Applications Approved (% of total)</b>	242 (66%)	1 (100%)	49 (88%)
<b>Total Amount Granted (USD) (% of overall funding)</b>	\$500,000 (7%)	\$80,000 (1%)	\$6.7M (92%)
<b>Applications Declined</b>	74	0	5
<b>Applications Withdrawn</b>	4	0	2
<b>Number of Countries</b>	49	1	35

# General Support Fund

- A lot of variety in the average value of grants, but this gap has been reduced from previous years and programs (APG, SAPG, etc)
- Whilst NWE has a high % of funding, there is a distribution of grants to various countries and the average grant is similar to other regions.
- In round 1 we have reached **36 countries**, this is the same amount as all 2021. The multi-year grants were awarded in different regions.

	Number of Grants	Total Amount Funded	Average Grant Award	Number of Countries
<b>Middle East &amp; Africa</b>	10 (1 Multi-year)	\$767,056	\$76,706	7
<b>Latin America &amp; Caribbean</b>	6 (1 Multi- Year)	\$816,362	\$136,060	5
<b>US &amp; Canada</b>	6 (4 Multi-year)	\$1,511,577	\$251,930	2
<b>Central Eastern Europe/Central Asia</b>	9 ( 4 Multi-year)	\$762,450	\$84,717	7
<b>North Western Europe</b>	13 (3 Multi- Year)	\$2,602,140	\$200,165	10
<b>East South East Asia Pacific</b>	4	\$241,048	\$60,262	4
<b>South Asian Assoc For Regional Cooperation</b>	1	\$28,879	\$28,879	1
<b>TOTAL</b>	<b>49</b>	<b>\$6,729,513</b>	<b>\$119,817</b>	<b>36</b>

# Rapid Fund

- Opportunities for countries accessing multiple rapid funds to shift to General Fund (60% of rapid funds in MEA are **in Nigeria**)
- Rapid funds are important for smaller activities, and as an entry point.
- Av sum amount has not changed, despite increasing the maximum value to \$5,000 USD
- In just this round we have reached **49** countries. All of 2021 was 54.

	Number of Grants	Total Amount Funded	Average Grant Award	Number of Countries
Middle East & Africa	196	\$393,067	\$2,005	21
Latin America & Caribbean	6	\$10,648	\$1,775	3
US & Canada	5	\$12,401	\$2,480	1
Central Eastern Europe/Central Asia	10	\$18,530	\$1,853	7
North Western Europe	14	\$21,112	\$2,111	8
East South East Asia Pacific	9	\$20,286	\$2,254	7
South Asian Assoc For Regional Cooperation	6	\$21,126	\$3,521	2
<b>TOTAL</b>	<b>242</b>	<b>\$497,169</b>	<b>\$2,054</b>	<b>49</b>

## Community Category\*

- The gap between developed and emerging has decreased slightly.
- In terms of money invested, there has been an increase in funding in both Developed and Emerging Communities.

	Total Fiscal Year 20/21 (USD)	% of Total Fiscal Year 20/21	Total After Round 1 Fiscal Year 21/22 (USD)	% of Total After Round 1 Fiscal Year 21/22
<b>Developed</b>	\$4.2 M	62%	<b>\$4.4 M</b>	<b>61%</b>
<b>Emerging + Least Developed</b>	\$2.5 M	37%	<b>\$2.8 M</b>	<b>39%</b>
<b>Unclassified (global)</b>	\$55,000	1%		

\*This is based on the “[Emerging Communities](#)” concept used internally to date. The Foundation is working on improving and aligning these definitions for the future work.

## World Bank Categorization

- It is important to consider that we still have a **round of funding** and this is a partial picture.
- Continued high investment in high income. Many “emerging communities”, are classified as High income, ie. South Korea, Taiwan, Chile, Uruguay. Accounts for continued investment in larger affiliates, many in high income countries.
- Positive growth in **upper-middle-income countries** such as Argentina, Colombia, Brasil, Russia, Turkey, South Africa, Thailand where there is potential for Movement growth.
- Proactive outreach efforts we expect growth in lower income countries in future rounds. Many access rapid funds, andt could potentially receive more funding. Ie. Cambodia, Vietnam, Philippines, Bolivia, Venezuela, Haiti, Uganda, Tanzania
- Outreach efforts are needed to those with lower income with growth potential given leadership/editorship. Only 1 lower income country received General Support funds.

Category of Community	Total Fiscal Year 20/21 (USD)	% of Total Fiscal Year 20/21	Total After Round 1 Fiscal Year 21/22 (USD)	% of Total After Round 1 Fiscal Year 21/22
<b>High income</b>	\$4,4 M	64%	\$5.0 M	69%
<b>Upper middle income</b>	\$1 M	15%	\$1.1 M	16%
<b>Lower middle income</b>	\$1,2 M	18%	\$900,000	14%
<b>Low income</b>	\$100,000	2%	\$87,000	1%
<b>Unclassified</b> (due to not being country-based)	\$55,000	1%		

## Regional Distribution

- With the funds of only round 1 we see we are on the right track to increasing distribution
- It is positive to see an increase in some regions that have been less represented, such as MEA and CEE.
- Larger funds are expected in round 2 of SAARC and ESEAP we we would expect to see growth.
- Regional funds allocations allows for a growth analysis and yearly estimates per region.

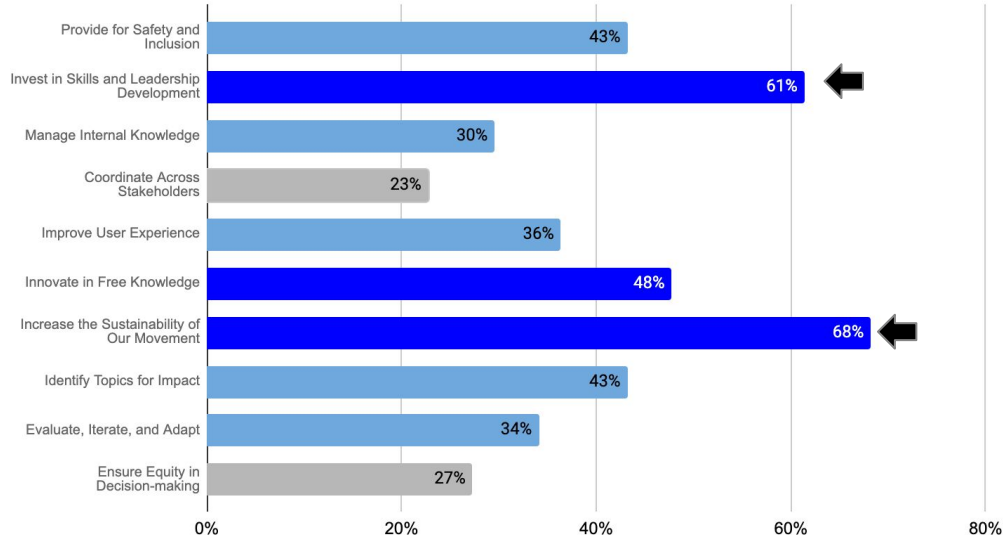
	Total Fiscal Year 20/21 (USD)	% of Total Fiscal Year 20/21	Total After Round 1 Fiscal Year 21/22 (USD)	% of Total After Round 1 Fiscal Year 21/22
<b>Middle East &amp; Africa</b>	\$784,951	12%	\$1,160,123	16%
<b>Latin America &amp; Caribbean</b>	\$784,391	12%	\$907,009	12%
<b>US &amp; Canada</b>	\$1,059,736	16%	\$1,523,978	21%
<b>Central Eastern Europe/Central Asia</b>	\$396,115	6%	\$780,980	11%
<b>North Western Europe</b>	\$2,882,900	42%	\$2,623,251	36%
<b>East South East Asia Pacific</b>	\$513,597	8%	\$261,334	3%
<b>South Asian Assoc For Regional Cooperation</b>	\$306,684	5%	\$50,004	1%



# How applicants are contributing towards movement strategy

A peek into the type of data we will analyse and share in the near future now that we are collecting it in the new Fluxx portal

Main contributions to Movement Strategy recommendations



We will be able to analyse how fund proposals *intent* to contribute to movement strategy implementation.

According to grantees intention, **skills development, sustainability** and **innovate in free knowledge** are three key recommendations where they are hoping to focus their work.

There will be deeper analysis of how and why- during implementation and reporting processes.

# The type of programming applicants focus on

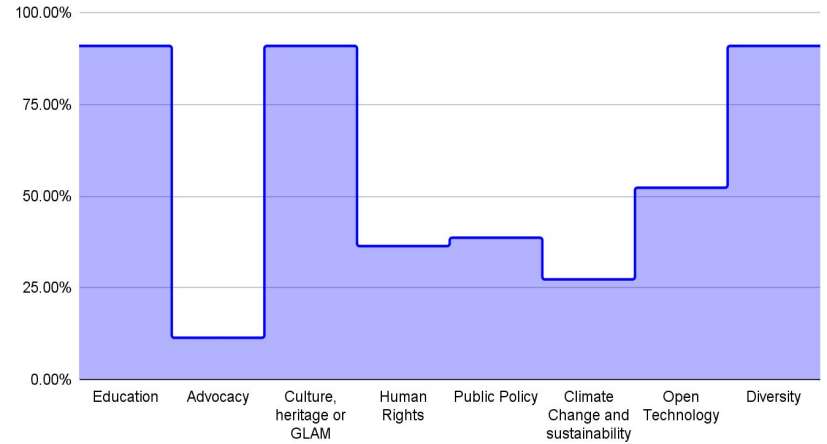
## Addressing Knowledge Gaps\*

- The top three gaps that grantee partners want to address in their content development are:
  - **Gender, Geographic, Linguistic** ( in order of importance, with over 75% seeking to address these)
  - The gap least addressed are related to socio economic status.
- The top three gaps in terms of contributors (participants) are:
  - **Linguistic, Cultural/Ethnic background, Gender**
  - The gaps least addressed are related to socio-economic status or disabilities.

\*This was asked using the Knowledge Gap Taxonomy with guidelines on what each gap refers to. Please refer to the application guide for definitions of each term shared with applicants.

## Thematic areas

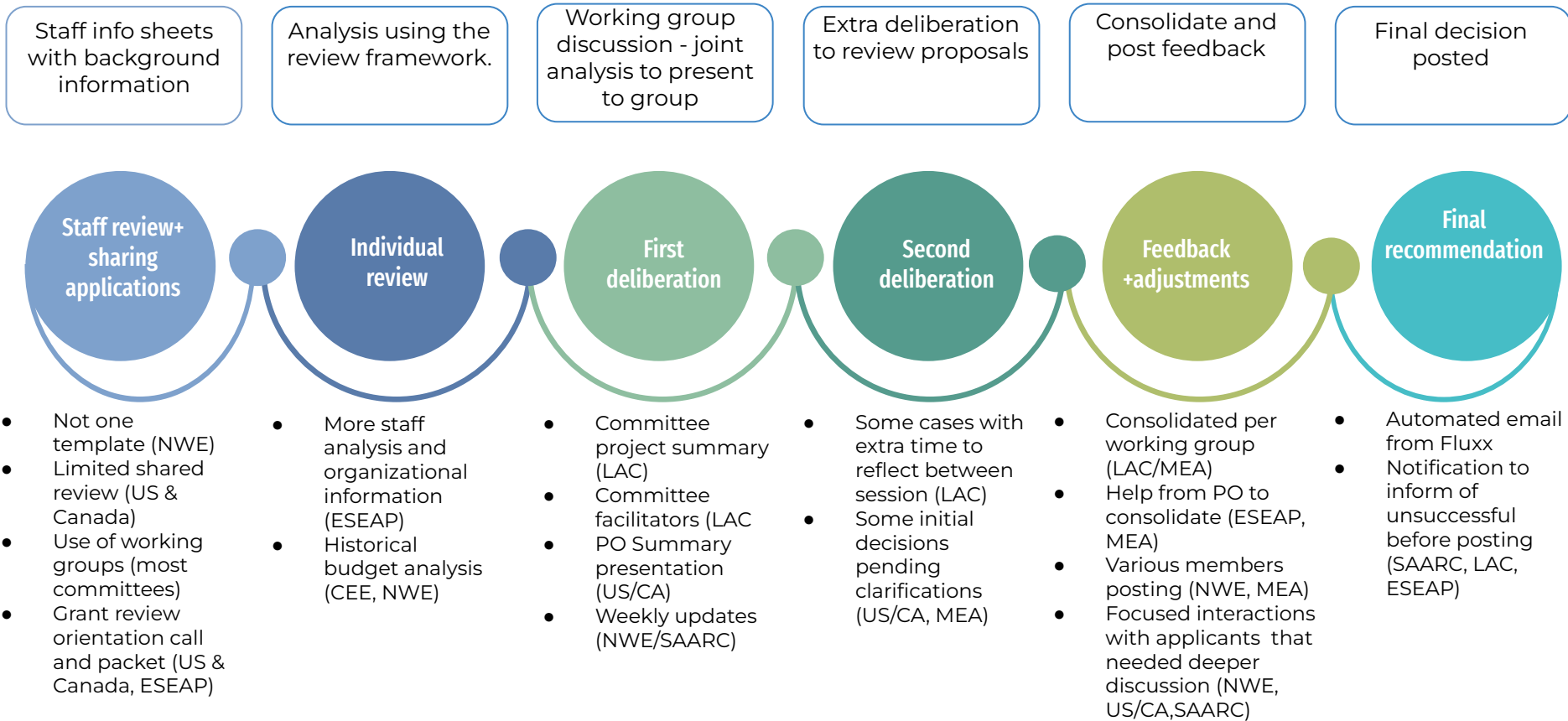
The top thematic areas were grantees say they focus their work are education, culture and heritage and diversity\*.



\*Diversity refers to work on promoting topics associated with diversity, understood as both variety and difference in aspects, such as gender, sexual orientation, cultural, geographical, ethnic, racial, religious, etc.

# **Section 4: Regional Funds Committee Feedback and Reflection**

# Summary of the regional funds committee process



## Regional Variations

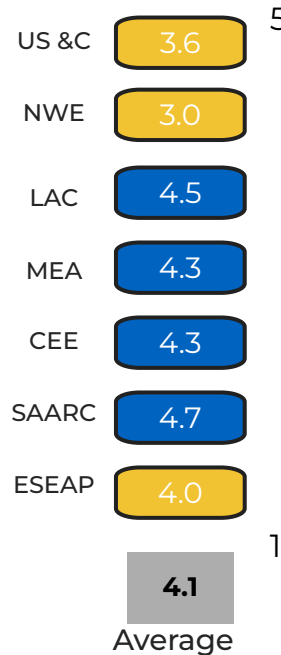
# Foundation: orientation & support

## What worked well

- **Learning session: 88%** stated it met the objectives ( grantmaking, regional challenges and mindset). Valued the sessions on diversity, case studies, committee culture.
- **After round 81%** felt they received good orientation.
- PO support via email, 1:1 follow-up, Telegram, good facilitation
- Creating spaces for peer support
- Translation services

## Not so well

- More practice reviewing particularly complex applications
- More alignment around review expectations and trust based mind-set
- More clarity on procedures and time dedication
- More clarity on role and what committee had to define themselves



## Ideas for improvement

- More review exercises and sharing amongst committees
- Regional references (benchmarks) to review issues such as budgets, metrics, etc.
- Training some members in specific areas
- Use of a task tracking platform (such as Asana)
- Really need to build RFC capacities in analyzing: budget +staff analysis, growth paths/ sustainability, exploring new programmatic approaches.

*"WMF was more concerned about the key concepts that are a base to our work together and I think it's was a good choice".(LAC)*

*"We were trained how to see each proposal equally, devoid of any biases and prejudices." (ESEAP)*

*"Felt a bit on the go" (US&Canada)*

# Foundation: documentation & staff review

## What worked well

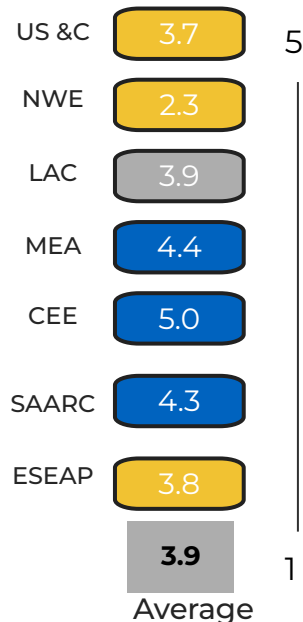
- Organised drives and templates to gather shared reviews
- Staff review that did have organizational history, budget analysis, programmatic analysis.
- 62% thought the general documentation was good, however with **a lot of regional variation.**

## Not so well

- Better depth of information on grantees (more organised)
- Too much + disperse information
- PO knowledge of information or discussions with grantees with was not fully shared with members - or not with enough time.

“We needed more information about the WMF’s overall approach to grantmaking this round, which seems to be a lot more trusting than previous rounds, and the reduced information that was asked for in the grant applications as a result. In particular needed more info about expectations for multi-year grant requests (NWE)”

## Staff review + info



## Ideas for improvement

- Better staff review and analysis (org history, relation to past work, learning, budget analysis, metric analysis, etc.)
- **More examples** and good practices in guidelines.
- Foundation concept of any legal/political issues
- Build review framework collaboratively, focus on key issues (based on review expectation)
- Further define guidelines and processes which enable mind-set alignment, expectations of review in trust based approach, multi-year funding, etc.
- RFC members want to join PO conversations
- Prepare before the round by taking the time to read past report and more general context about communities.

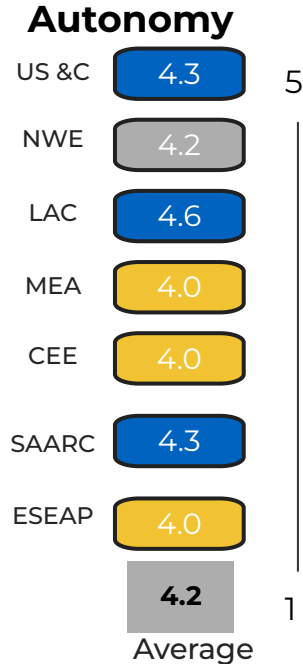
# Perception of autonomy and empowerment

## What worked well

- **81%** felt they had the necessary autonomy
- Decisions made **by the committee** and with **consensus**
- **Peer respect, allow voices to be heard in safe environment**
- Deliberations allowed for extensive dialogue and analysing with different perspectives.
- Feeling a safe environment to express views
- Conflict of interest being respected.
- PO's did not try to influence the decisions.

## Not so well

- Some facilitation may have seemed to influence decisions. "This is ok, by line should be clear"
- Time constraints and meetings with few participants
- Tools and process built by Foundation



## Ideas for improvement

- Collaboratively build review tools
- Share application forms and guidelines to receive committee input
- More time for deliberation process.
- Having a "third space to go to where we could discuss issues that came up"

"the committee has autonomy on how to interpret and apply these criteria, but not to define which review criteria, nor issues regarding the format, deadlines of the reviews, etc. In that sense, I believe WMF could have shared a bit more of its decision-making power..." (LAC)

*I believe the environment in the committee made autonomy easier for the members and more than power, we felt freedom when expressing ourselves. The key factor is reciprocity. I could add another; unity. (LAC)*

*"The committee was good at making decisions, and I felt that my feedback was heard. We were quite autonomous in organising our work, I think we were quite comfortable really owning our decisions and proposing things as the committee" (NWE)*

# Team work & committee culture

## What worked well:

- **86 % felt they worked well as a team** and the culture was respected. (*Highest positive evaluation*)
- Gender balance in committee composition. A place that felt comfortable for women and newcomers to share their opinions (LAC)
- Clear roles and abilities to reach agreements.
- Peer support
- Language support
- Team alignment
- Common words: **“Respected, listened to, common understanding, respect for differences, safe”**

*“I had a feeling that all my thoughts were accept very respectfully. I have complete liberty to express my thoughts- whether they were right or wrong” (SAARC)*

*...“it might be useful for team members to identify if they trust others to read and summarize proposals, and if not, then those people should read the entire proposals from the very beginning” (US&Canada)*

## Ideas for improvement

- Guarantee more time for collaborative review and discussion, in meetings and between them (asynchronously)
- Work on procedures that enable **trust in peer** review and deeper general review when necessary (complexity of proposal, etc).
- Continue to support members with language or connectivity (still a barrier for full participation)
- Mind-set that puts the proposal at the centre, not focus on past grant politics or just personal opinions
- Collective commitment to participate in meetings and review proposals (unequal work was felt in some)
- More time to get to know each other
- More gender and country diversity in some committees (esp. CEE, ESEAP)
- Inclusion of more newcomers / less experience editors
- Assign assignments or training for individual committee members to develop different capacities.
- Sharing between committee members around the history and work of the affiliates/groups they are part of (many applicants themselves)



# Satisfaction about the process

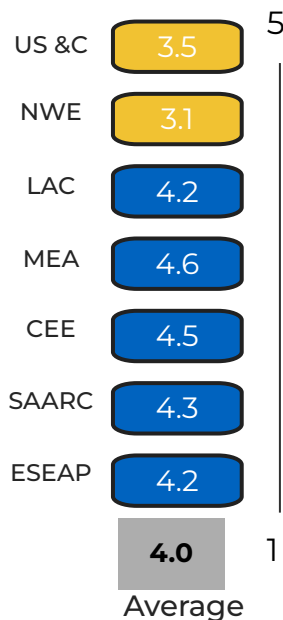
## What worked well

- Working groups: value of individual review, **sharing it with peers**, working group discussions, then plenary with enough information for all to discuss.
- Translations
- 78% thought review framework was good - but could be shortened.
- PO support, dedication, facilitation
- Flexibility in setting up meetings to discuss reviews
- Having second deliberations to have time to think over peer discussion
- PO support in reviewing and consolidating feedback

## Not so well

- Application form (next slide)
- Timing! Too rushed, working on holidays
- Need for live conversations with applicants
- Feedback and adjustment time
- More strategic review questions
- Consistent budget analysis
- Too many communication channels

## Overall rating



## Improvements

- Collective agreement on round times, avoid holidays.
- Application form adjustments (with committee feedback)
- Give time to peer sharing and deliberation before any funding decisions.
- More time for feedback and live interaction with applicants (when needed)
- Alignment with review expectations and mind-set
- **Have a strategic picture of funding**
- **Clearer process for multi-year**
- More use of mailing list, less disperse communication
- Review possibility of some anonymous reviews.
- Offer both **formal and peer training**

*The feedback approach was commendable....that is the recommendations and suggestions to the applicants which depicted that the committee was more interested in the proposal improvement rather than criticism or rejection. (MEA)*

# Application form feedback from committees

## Not so well

3.6 average

- Word constraint
- Questions to further understand strategies/programs
- Questions to understand activities in more detail
- Questions that enable further understanding of relation to past work / learning
- Metrics still felt restricted
- Lack of clarity on year 2-3 of multi-year proposals
- Suggest budget template
- Reduce need for annex
- Staff plan
- Mixing different levels of proposal in one format - larger affiliates with project-based.
- Some parts of the proposal lost in migration to Fluxx or templates to share with committees.

## Suggested Improvements in the short term

- Expand word limit in “strategy questions”
  - Reduce the number of questions that seem repetitive
  - Differentiate some questions depending on size of the org/proposal
  - Emphasise investments in evaluation (focus on metrics that make sense to learning, quality)
  - Recommend adjusted budget template for greater clarity
- +
- More detailed staff analysis (contents to be discussed with committees)

*“..the major issue was our lack of understanding of how the chapters had been told to structure their applications and knowledge of the principles behind participatory grantmaking. ....committee members were not approaching application with a broad-brush, visionary approach, but were looking for minutiae. I think this meant that sometimes we were unnecessarily harsh in decision-making”. (NWE)*

# Overall satisfaction with the regional model

## Why?

- “Committees have a better chance to understand the nuances of applications in each context” (MEA) “much closer to the ground” (CEE)
- “Committees decide with support from Foundation”. (LAC)
- Diverse representation (LAC)

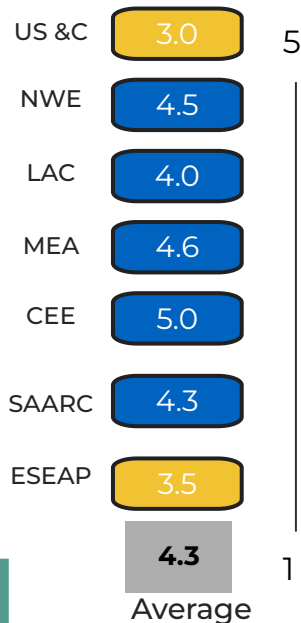
## Why not?

- Perceived Loss of global perspectives
- Perceived lack of decision power around Foundation-level resource allocation and evaluation criteria.

*It's clear to me that regional is the best way to manage grants, due to regional issues that needed to be discussed (filling information gaps, racism, language minorities, etc.).(US&Canada)*

There seems no real benefit of splitting across geographic lines”. (US&Canada)

Enables  
decentralised decision making

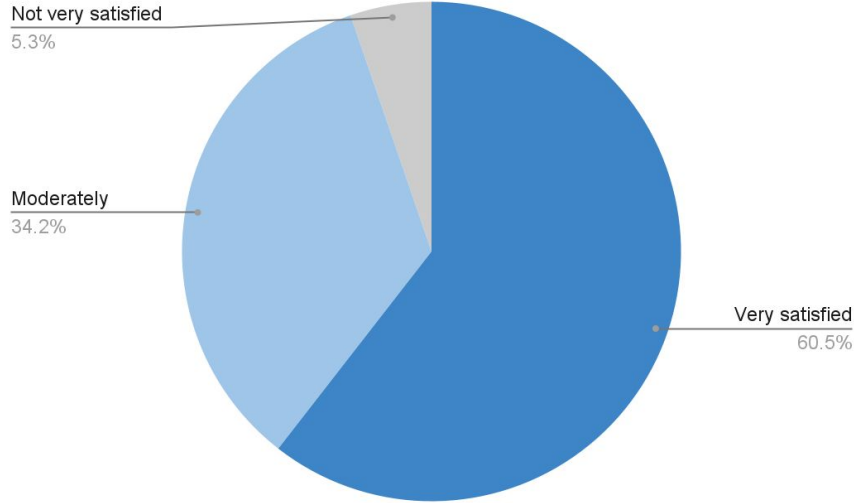


## Ideas for improvement

- Diversify committees (not too many applicants, newcomers, etc)
- Greater skills in understanding different growth levels.
- More partnership with grantees to support learning during implementation.
- ‘Avoid regionalism” - **share criteria and experiences amongst committees**
- Collectively build strategic thinking around grants - future vision, distribution and criteria.

I do not get a strong impression of much impact on overall resource allocation. We evaluated a small number of proposals and treated them on an individual basis, but there was no wider allocation goal or understanding. (ESEAP)

# Overall satisfaction with the role



## Why satisfied?

- “Learning about grants, decision making without top-down approach” (US & C)
- “Acredito que foi feito o melhor possível num processo que é novo e está em fase inicial” (LAC)
- Playing as a team is the most satisfies me as a Committee member (MEA)
- “I want to embrace new perspectives” (CEE)
- Proud of being part of an important role that impacts local communities (ESEAP)

## Why not

- General criticism of the process
- Differences within the committee of review depth
- Review over holiday period

## Time dedication

More than expected but still fits with agenda	15	43%
The right and expected amount	14	40%
Too much, hopefully it will be reduced	5	14%
Too little, I wanted more	1	3%

## Why moderately

- “Additional training needed” (MEA)
- “I always wish I could do more to help out.” (US & C)
- “the way the committee work is organised it puts a high burden on my quality of life balance” (NWE)
- “If I can get more time in hand to evaluate each and every application in deep, then only I will get full satisfaction”. (SAARC)
- Unexpected demand of time, not enough consideration of time zones ESEAP/SAARC

# Satisfaction with proposals

For me, the proposals should match their strategies at the very beginning. They should be able to link that given their problems and the strategies they provided, their programs and the amount of budget is proportionate to their strategies.” (ESEAP)

Finally, it is necessary to do all this in a succinct but efficiently explained way. (LAC)

..many have fighting for a new strategy for years, but it is very poorly manifested in the plans. we can blame the pandemic for that and their desire to play it safe but it is very debatable for multi-years funding. (CEE)

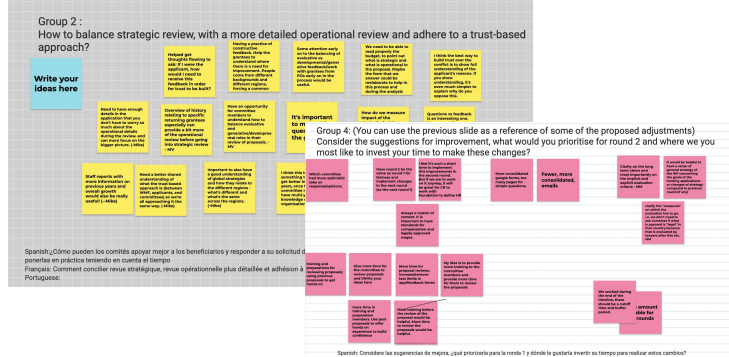
I would like to see less unexplained metrics and more strategy for community engagement & capacity building (NWE)

## Improvements

- Workshops and examples to help applicants write clearer proposals.
- Ability to justify investments, particularly when they are high values. *It is **trust-based**, but there should be technical/financial clarity to some degree.*
- Support should be provided to help application improve budget and evaluation sections.
- Encourage more innovation through application format and referencing some interesting /good practices.
- Support to work through innovative ideas.
- Committee mindset to support “testing”
- Encourage more qualitative assessment
- More focus on capacity-building and community engagement

# Cross-regional reflections

- 1.5h session to go through some of the feedback and prioritise areas of improvement in cross-regional break-out groups.



How best to support grantees	Better alignment around review / review that adds value to all parties	Prioritised areas of improvement for round 2
<ul style="list-style-type: none"> <li>More support for <b>newcomers</b></li> <li>More committee <b>interaction</b> with applicants throughout application and grant cycle</li> <li>Active collaboration of members with other affiliates to share best practices (ie. budgets, programs, evaluation. Also <b>peer support</b> amongst grantees</li> <li><b>Cross- committee sharing</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Application adjustment</b> and better staff analysis that allows to focus on “bigger picture”</li> <li><b>Work with POs to develop capacities for evaluative, constructive and developmental reviews</b></li> <li>Common understanding/alignment</li> <li>Constructive language</li> <li>Analysis of global challenges in each region</li> <li>Analysis of reporting to learn from results as a basis for future decisions</li> </ul>	<ul style="list-style-type: none"> <li>Implement changes after round 2 for fairness?</li> <li>More benchmarks on HR and finance.</li> <li>Alignment on review framework - better communicated to all.</li> <li><b>More time and training reviewing proposals</b></li> </ul>

# Cross-regional reflections

At the end Committee members brainstormed around their own desired “**mind-shift**” for next rounds. Here is a result of some of the words that came up....



# Section 5: Applicant Feedback and Reflection

\*ESEAP applicants are not included in the survey as they did not respond. In future we should work with applicants to find other formats for feedback if needed. We will hopefully be including their feedback in future reports.



# Summary of the applicant's process

CR conversation hours to present guidelines

Application template, guide and tutorials. 1:1 conversations with POS

Submission on Grantee portal on Fluxx

Feedback from Regional Committees

Proposal adjustments on Fluxx and clarifications

Final decision posted

Sharing new tools and guidelines

Applicants draft proposals

Proposal submission

Feedback from Regional Committees

Adjustments

Final recommendation

- 1:1 sessions with newcomers and returning grantees to go over proposals (MEA, NWE, CEE/CA, US/CA)
- Open office hours (US/CA, CEE/CA, MEA)
- Program Officer feedback on drafts (US/CA, CEE/CA, MEA)

- Workshops on evaluation strategies (3 LAC participants)
- Review of draft proposals on docs (LAC, MEA)

- Various Committee members posting on Meta (NWE, MEA)
- Consolidated comments (LAC, ESEAP)
- Focused interactions with applicants that needed deeper discussion (NWE, US/CA, SAARC)

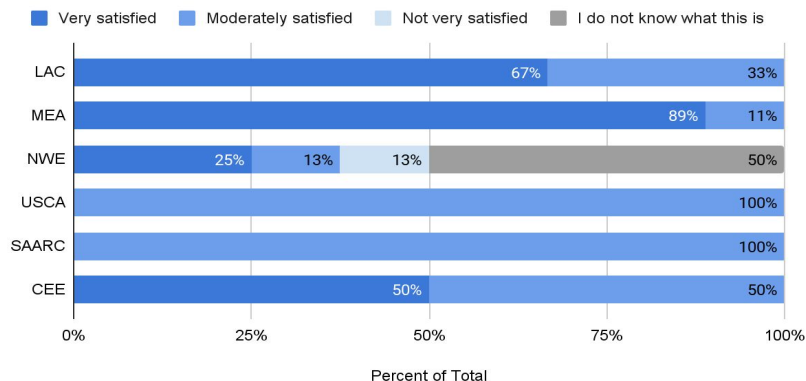
- Consolidated per working group (LAC/MEA)
- Help from PO to consolidate (ESEAP, MEA)
- Various members posting (NWE, MEA)

Regional Variations

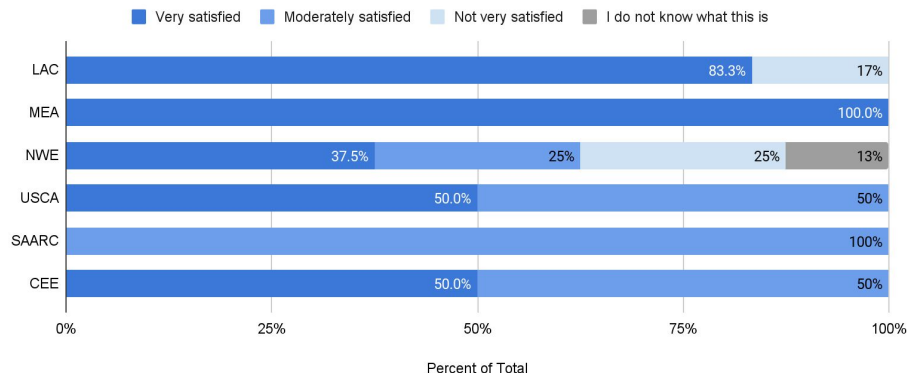
# Tools and support: Conversations

- Applicants found 1:1 conversations the most useful. They gave room for in depth- contextualised support. Program Officer support was recognised as very important and useful: "**binding, human, open, determining**" were some terms used. **68%** were very satisfied with them.
- Conversations hours are better for general orientation or group workshops with interactive exercises.
- Direct correspondence over email was also valued.
- MEA, LAC, SAARC, USCA found it more useful, NWE less useful or didn't have knowledge about them

## Conversation hours



## 1:1 conversations with PO to help with proposals



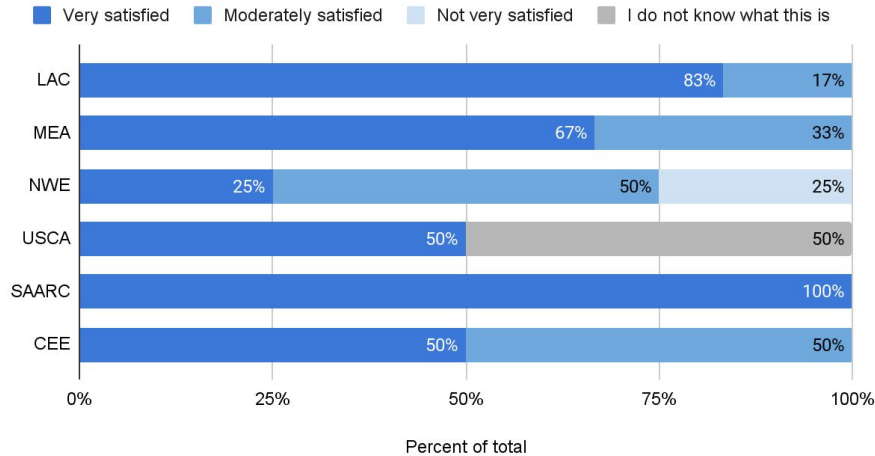
## Idea for Improvements:

- Better communication about these spaces in all regions, with common tools for support.
- Creates spaces for peer support between applicants.
- Emphasise 1:1 conversations throughout the process.

# Tools and Support: Regional Set up

- Dedicated Regional Program Officers were seen as having a positive impact in LAC, MEA & SAARC
- **57%** stated they were very satisfied with having regional PO's closer to their context.
- **75%** say that direct communication from POs is the main source for receiving information). Other forms of communication (Meta, community members) are only more common in USCA/NWE regions.

Regional POs closer to my context (language, culture, timezone, etc)



## Ideas for improvement:

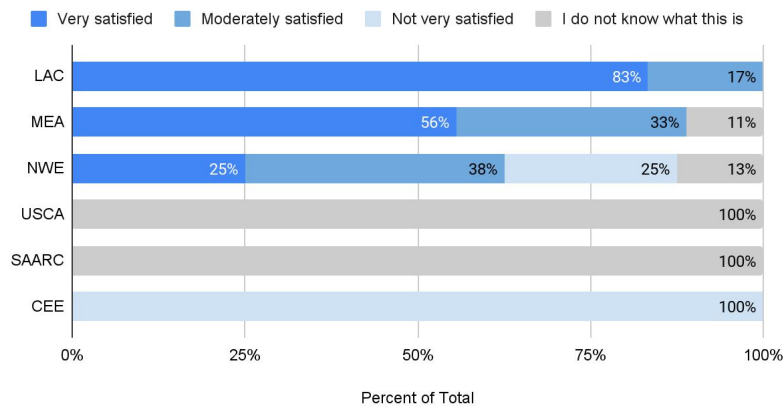
- Continued support through 1:1 discussions.
- Guarantee continuity of regional program officers.
- In some regions it is important to Improve communications channels for clear and timely communications.

*We really liked the process, we fear that it will change in the future or that the native Spanish speakers will be taken away from us(LAC)*

# Tools & Support: Language support

- Applicants recognised the importance of translating all application forms and guides, as well as holding conversations in regional languages where possible.
- Satisfaction was higher in regions like MEA and LAC

## Language support and translated materials



## Ideas for improvement:

- Offer more translation services if needed, particularly for communities that felt that translation support was not available. Some did not feel they could guarantee professional translations, so took the time to write in English (ie. Hebrew, Korean)
- Communicate translation services more widely. Make the translation functions on the Fluxx portal clearer.

*"Being able to have a Latin American PO, who speaks our language, and being able to apply in Spanish, has made the process much easier. And this is greatly appreciated." (LAC)*

*In the case of Wikimedia Israel, the language issue did not create any reduction in the workload. We are aware that a Hebrew translation that is not done by an experienced professional, creates a lot of misunderstandings of the text....Therefore, unfortunately, we could not enjoy the possibility of writing the document in Hebrew. (NWE)*

# Tools and support: Conversation Regional Committees

- **61% didn't know** about this or could not access it.
- 21% found it useful, 11% moderately.
- **MEA region** is where most conversations happened (54% having said they were useful)

*Having interaction with the Regional Committee before submission would be helpful (USCA)*

*We would like to have regular meetings with the Committee - every 3 to 6 months.(LAC)*

*We would like to see a direct communication between the regional committee and the community. We have no contact with them at all, and feel that they are rather distant. The only communication we had was the Meta feedback, that we later discussed with the PO. (MEA)*

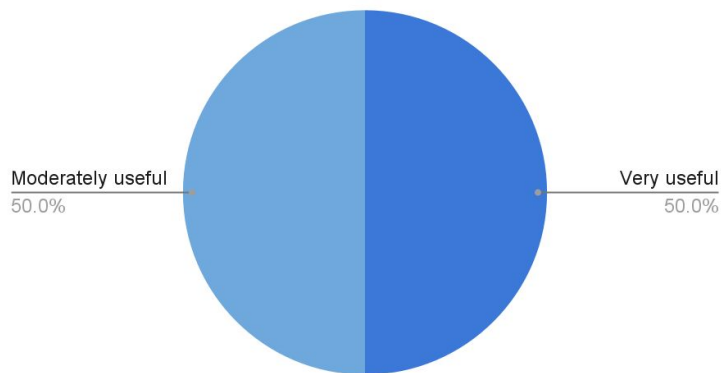
## Ideas for improvement:

- There were no structured conversations with committee members during application writing. This was done more ad hoc.
- Members could organise or participate in spaces for proactive support during this phase. It should be through official channels.

# Tools and support: Application Guide & Template

- MEA, NWE, CEE found it very useful USCA + SAARC less so.

## Application guide and template



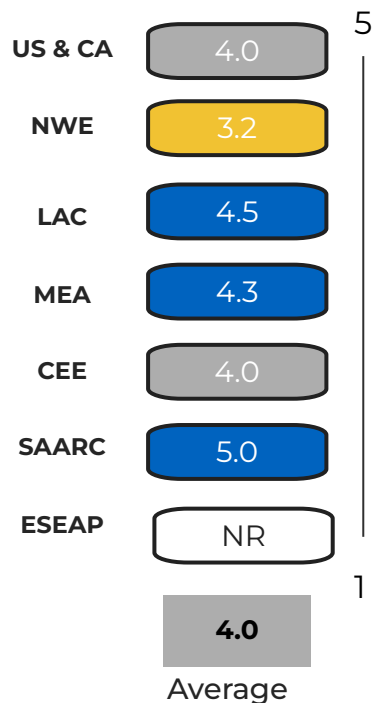
*"...I think that the guides should be separated by annual projects and specific projects separately.....specifically, the guide was very useful to refine some questions on the objective of the proposal."(LAC)*

## Ideas for improvement:

- The guide and template were useful, but need to be improved with application adjustments and more examples of different types of projects and scope.
- Shared in timely manner
- Improve quality of translation (Spanish).
- Make sure to include all sub-questions and word limit information in applications templates.
- Video tutorials could be useful, but they need to be sent to applicants in time and directly. About 50% did not know about the application and fluxx tutorials. Those that did found them useful. MEA region had more knowledge of them, other less so.
- Shorter and with more examples.

# Foundation Orientation & Support:

## Overall evaluation



- Provide **more information on Regional Fund Committees**, review framework and expectations.
- **Communication** was not entirely timely, sufficiently proactive. **Clearer deadlines.**
- **Training** for use of new application forms
- **More examples**, particularly for different types of projects, and evaluation/budget examples by size of proposals
- Clarity on how the Fluxx - Meta interface works and what information will be published
- **Lack of synchronization** between the timing of the new process and the timing of chapters preparing annual plan, presenting to board, partners, etc.
- **General timing** questions arrived over Christmas, when org staff were on holiday. More time is needed for proposal writing (50% said that more than a month) and at least 3 weeks for feedback and adjustments.
- **More alignment** between PO recommendations and Committee expectations. In some cases there was misalignment on level of information for multi year proposals, where to focus attention, etc. (NWE)
- **Differentiated conversation** hours for different level of proposal development. (LAC)
- PO participation in org's planning processes (more involvement with the teams) (LAC)
- Create spaces for **regional exchanges** during proposal writing (LAC)
- **95%** said they did not receive support from other Foundation teams, but many considered this important.
- Guarantee stability in PO support (shifts last years)
- Recorded conversation hours for those that can no attend

# Application format + Fluxx portal

- Several applicants support the change to Fluxx, even if it does not necessarily reduce time barriers.
- For some, the application form felt easier
- The fluxx translation to a meta page was a good time-saving factor
- Ability to apply in any language
- Support when having difficulties
- Some found the Fluxx portal easier than using Meta (mostly newer grantees).
- 54% said it did manage to reduce tech and language barriers - this was higher in the MEA and LAC region

*Better tracking and analyzing, easier work for the committee, reduce tech and language barriers, facilitate capturing the essence, better overview for everyone are ALL good reasons to argue in favor of the move to Fluxx and this new process. Reducing time... not so much ;) (MEA)*

*The process wants to be a one size fits all solution, that in the end doesn't seem to fit anyone. Using the same form for any kind of grant, whether general support grant oder projects forced us to squeeze our extensive and heterogenous work into a logic that was at best suited to medium sized projects. (NWE)*

## Ideas for improvements

- Only **30%** felt that it met 3 of the key objectives of: a. having common categories for analysis and aggregate information, b. Capturing the change the organizations wants to bring about with their work and their overall strategy and c. reduce time.
- Many felt it added more work and burden.
- Character restrictions and questions structures were limiting.
- There were some **regional variations** in this analysis: More applicants in LAC and MEA felt the objectives were met (over 50%), whilst less so in NWE, CEE and USCA (less than 20%)
- On average most regions felt that the objectives could be reached with minor adjustments.



# Proposed improvements on application form (applicants perspective)

## Application form:

- Clear alignment between form and what committees need to review.
- Expand word limit in general, especially for questions about vision, strategies and activities.
- Limit the amount of extra documents to upload.
- *“Add some questions that reflect the logic of annual plan grants or provide flexibility for the applicant so that they can mirror their own structure and logic”*
- Reduce the number of questions (some around participants are repetitive - 30 questions max)
- Differentiate some questions for larger affiliates (org history, learning from past work, etc)
- Change metrics to emphasis qualitative first, also in the guide. More space to add metrics
- Templates for staff plans
- Clearer budget questions, template and examples.
- Sample and test changes with different regions/grantee types
- Make publication on Meta automatic and transparent.
- Fix some Fluxx bugs when uploading.

*“much more training is needed than is currently available in user groups and chapters on theory of change and evidence-based programs.” (LAC)*

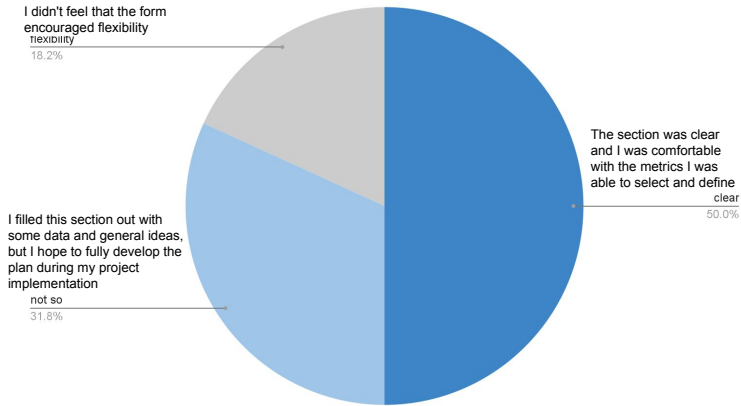
## Support during proposal writing:

More Foundation and Peer support to work with grantees (particularly new grantees to:

- Develop theories of change and proposal writing.
- Define metrics and evaluation plans.
- Fluxx training for newcomers.

# Learning and evaluation section

- More applicants in MEA felt comfortable with the section.. In LAC and CEE more found the metrics restrictive and unclear.
- More applicants in USCA and SAARC feel they need to further develop their plans.



*I think that the quantitative resolution in some of the metrics is too specific, and goes too down to minor details, and I am not sure it provides an added value, while qualitative metrics may be easier to supply the accurate message instead.*  
(NWE)

## Ideas for improvements

- More clarity in guidelines about flexibility and emphasis on qualitative metrics. **This was not clear to most applicants.**
- Do not recommend additional metrics in the form (makes it seem restrictive - leave it open)
- More support to develop evaluation plans based on theories of change.
- Good examples of evaluation for different types of projects
- More formal training in this area and investment in expertise
- Tools for measuring quantitative metrics are still deficient (dashboard, etc). There needs to be a plan to address this.
- **1:1 support during implementation**

## Regionally specific proposals:

- Regional sessions to think of metrics that make sense for regional strategies/changes (LAC)
- Less emphasis on contents created and more on contributors (particularly new organisers and leadership) (LAC)

# What did applicants say about the feedback?

5

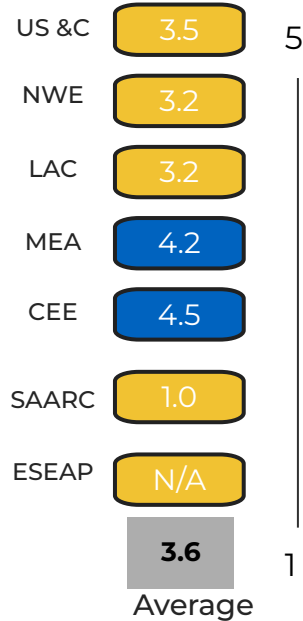
## Worked well

- Live discussions
- Some clear feedback and offering new perspectives to improve proposals
- Very specific reflection on staffing conditions, metric evaluation, etc. that applicants valued.

## Not so well

- Feedback that were more questions vs. analysis or suggestion that contributed to their proposal
- Unclear questions or vague recommendations
- Asking for details to be defined that may need to be done during implementation (i.e detailed evaluation plans).
- Misalignment between what was requested by Committee and what was asked in the form or recommended by PO. (particularly around multi-year funding)
- Feeling that Committee's lacked knowledge of the organization's work and and Movement Strategy
- Little openness towards innovation
- Asking questions that are more related to some individual interests or positions, rather than the overall project strategy.

## Quality of feedback



## Improvements

- **Mindset shift: strategic review that brings new perspectives, helps improve.**
- Application changes that allow for more explanation, but also research of the committee/staff on understanding past work
- Committee members with greater knowledge in specific issues: programmatic approaches, budgets, evaluation.
- **More live interaction during the proposal writing phase and feedback process.**
- **Very clear and specific feedback**
- Foundation-sourced information to have benchmarks on some issues such as regional costs, metrics, etc.
- Common understanding across committees about these guidelines. Make these evaluations less arbitrary.
- Better understanding of how civil society organisations work, governance issues and where there is agency to make changes.
- Review committee members to see if there can be a better balance with more experienced members in chapter/user group but also external members.
- Openness to newcomers and new ideas

*We did not receive feedback per se, rather more questions about the proposal. We welcome an opportunity for such feedback and suggestions of how other Wikimedia may meet the challenges we have set out for ourselves. (US&Canada)"*

# Feedback about the funding decisions

Did not agree with the funding decision (1 person not funded)	Somewhat agreed with the funding (Most fully funded)	Completely agreed with the funding decision
15%	35%	50%
<ul style="list-style-type: none"><li>• They felt more meetings to further clarify their proposal</li><li>• That committee needed more openness to innovations and testing during implementation.</li></ul> <p data-bbox="85 860 1155 1013"><i>I appreciate the amount of time the committee members spent on reviewing the proposals. That said, more comprehensive preparations of the committee members are needed for the process to be improved.(NWE)</i></p>	<ul style="list-style-type: none"><li>• Some highlighted disagreements about staff costs</li><li>• Criticism or lack of understanding of important experiments aligned with Movement strategy</li><li>• They had expected more feedback that would help the applicant reflect on their work.</li><li>• They felt that there were recommendations that were less about the proposal and more about “institutional development”.</li></ul>	<ul style="list-style-type: none"><li>• They felt that discussions with committee members were focused and productive</li><li>• They stated that some recommendations that were useful to the organisation</li><li>• That interaction was important to understand questions and provide comprehensive replies</li><li>• It was sensed that committees were putting a lot of work and responsibility into reviewing proposals</li><li>• They acknowledge the “responsiveness and understanding” of committees (MEA)</li><li>• They felt that it was not a “prescriptive or restrictive” approach (NWE)</li></ul>

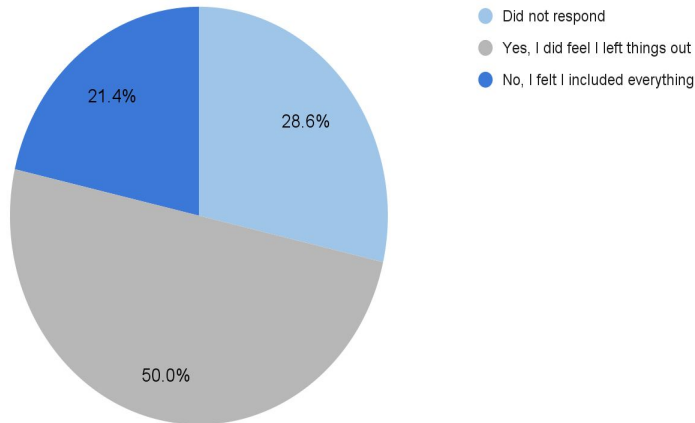
# Comfort/Confidence to propose new ideas

Some things that applicants felt they “left out”:

- More ambitious investments for volunteer incentives and engagement beyond meals, connectivity and transport, but maintaining a volunteer nature (MEA)
- A program for leadership exchange in the Region (LAC)
- More staff for our needs (LAC/MEA)
- Applying for multi-year when it was the first annual fund (NWE/LAC)
- Talking about some difficult internal/emotional challenges (NWE)
- Ambitious plans for connecting to government policies (SAARC)
- International travel costs given the restrictions (LAC)
- Costs of carrying out activities in remote areas (LAC)

**Observation:** is interesting to note a perception, in NWE and CEE about funding restrictions, whilst there was growth in funding for all regions. There is a need for clearer communication between all partners.

Is there anything you felt you could have included in your proposal but didn't because you thought that it may not be approved or because you felt it was



*“The fact that it was made clear in advance that there would be no growth in Europe - regardless of what opportunities present themselves - stifles ambition and innovation”. (NWE)*

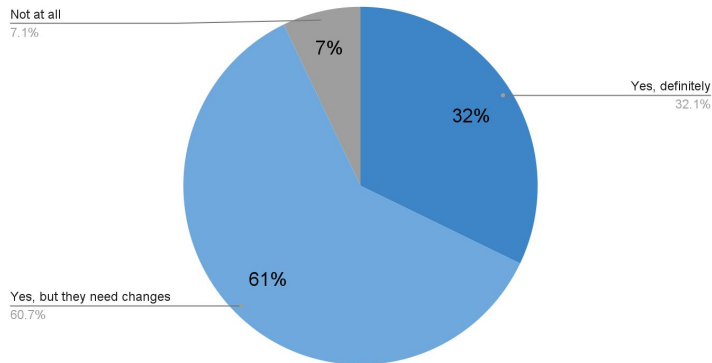
*“Probably more consultants/trainers to help us develop our own capacities. We felt budget would run too high and might be cut if we were more ambitious on this”. (MEA)*

*“We understand that we would not have been allocated more funds for other projects and therefore we have focused on more important topics. It's a fact that the WMF only expects 20% annual growth from small UG's (like us), so there's no point in offering something that isn't approved anyway” (CEE)*

# Applicants overall satisfaction with the regional model

- More applicants in MEA + CEE think it *definitely* contributes (+50%). Most regions believe that it does, but needs changes. Only 2 people said not at all (from NWE and LAC).
- Efficiency of the process, Open and honest feedback, Alignment with Movement Strategy

Does the current structure and process enables Regional Funds Committees to contribute to decentralised decision making around resource allocation?



## Ideas for improvement

- “More training for members to have criteria review” (CEE)
- More data to see how resources are being allocated by language, region, project, etc.
- Work of the regional committees needs to be integrated into developments around Global Council and Regional Hubs.
- Committee members not elected by community. Review committee membership - review this in future (NWE)
- Reconsider board participation (NWE)
- Review committee memberships to guarantee experienced members in leading affiliates or Wikiprojects.
- More knowledge and interaction with the committee
- More alignment with the principle of “subsidiarity” - still feels a bit top-down / Fondation led.
- Questions about some regional definitions - ie. Brazil in LAC
- Timing - allow for more time for proposal writing feedback and adjustments

*“Our PO is very familiar with our work and we talk with him throughout the funding cycle. The committee members have an uneven experience/knowledge of our work and it would be helpful to pull them onto the same page (USCA)”*

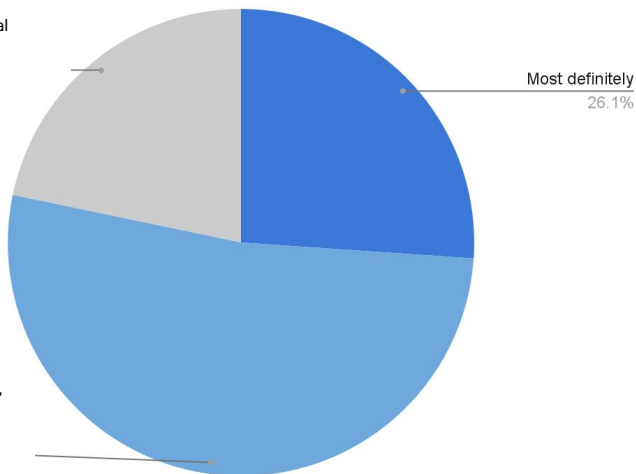
# Applicants feel a trust-based relationship with Community Resources

- More applicants in LAC + CEE think the new strategy is most definitely enabling a trust based relationship
- More applicants in NWE feel there has not been a substantive change.
- Only two applicants said they felt it had “gone backwards” (LAC/NWE)
- Conversation hours and close contact with Program Officers are key to building the relationship
- Having a Program Officer that speaks the language and is from the context “makes it easier”

Do you feel that the new Wikimedia Funds strategy is enabling a closer and partner and trust-based relationship between applicants and the Community Resources team?

I don't feel a substantial change until now

21.7%



Most definitely  
26.1%

It is moving in this direction, but there is still things to adjust

52.2%

*1:1 support we received was essential for us to submit our grant application. This needs to be sustained and may possibly be enhanced...but if it's already quite good.(NWE)*

*The program officer was really helpful with guidance on how to apply. Regional Grants Committee need to work more on helping the gran applicant. (SAARC)*

*"I really appreciate the open approach the CR team is taking towards applicants. 'The elephant in the room' is still that it remains unclear how WMF sees the future of affiliates (esp. chapters and esp. in NW-Europe and North-America).(NWE)*

# **Section 6:**

## **Conclusion and Next steps**



# Conclusion and next steps

- We are on the learning journey together. Thank you for contributing.
- Based on this report the CR team is working to implement **immediate adjustments** to:
  - The application form
  - Additional guidelines, tools and spaces to support applicants
  - Improvements in tools and procedures for Regional Fund Committee
  - Fostering alignment between all partners involved
  - Safe space expectations
  - Road map for longer term adjustments



# A spirit of collaboration!

*I think we still don't know each other well enough to fully understand what they do (Committees), what we do (grantee partners) - and how we can work together. I hope that this is what these two years will be about, working collaboratively! (LAC)*



This report is not an evaluation “of each party” but with the spirit of using the feedback data to promote a conversation, mutual understanding and empathy amongst partners.

THANK YOU



# APPENDIX



# General Support Fund Country Distribution + Multi Year funding

	Countries	MultiYear
<b>Middle East &amp; Africa</b>	Morocco, Côte d'Ivoire, South Africa, Uganda, UAE, Nigeria, Ghana	(1) Côte d'Ivoire
<b>Latin America &amp; Caribbean</b>	Uruguay, Chile, Colombia, Brazil, Argentina	(1) Argentina
<b>US &amp; Canada</b>	United States, Canada	(4) US, Canada
<b>Central Eastern Europe/Central Asia</b>	Georgia, Macedonia, Albania, Serbia, Ukraine, Estonia, Czech Republic, Poland	(4) Ukraine, Czech Republic, Serbia, Poland
<b>North Western Europe</b>	Belgium, Portugal, Malta, Finland, Israel, Austria, Netherlands, Sweden, UK, Spain	(3) Austria, Netherlands Sweden
<b>East South East Asia Pacific</b>	Taiwan, South Korea, Malaysia, Thailand	0
<b>South Asian Assoc For Regional Cooperation</b>	India	0
<b>TOTAL</b>	<b>49</b>	<b>13</b>

# Foundation: tools and support



*I believe that PO 1:1 conversations are the most useful. You can actually talk not just about the process of getting funds, but also about context regarding our chapter. (CEE)*

*“Having direct contact with the Committee is important; start working with them early on. In this round, not knowing about their knowledge, made it difficult to find the right balance in the information we shared.” (LAC)*

*.The Foundation should improve on awareness of this program among the community members (MEA)*

*Information provided once the application process had started was adequate. However, information given in the run-up to the application was not really fit for purpose. Affiliates have an internal process leading up to the application (annual plan development, budgeting, commitments to partners, approval by membership etc). This requires some indication of grant level, metrics etc which came very late.(NWE)*

# Application form



*lot of things were very wide and general and it seems like we didn't have the space to explain specific programs we want to develop (only in margins), so I was worried that I wasn't clear enough. (CEE)*

*Many of the questions in the application are relevant. The main issue, and this is a really large issue, is that the limit of characters per question, in combination with a committee that wants a lot of details, created a huge amount of extra work for us as we received a significant number of both broad and very detailed questions. The type of rigid application format/structure makes sense for a smaller affiliate with a limited number of activities. ...*

*As instructed, we provided links to external project portals, but from the questions and comments it was clear that many in the committee either had not read, or perhaps understood, these project. (NWE)*

*Fluxx or the new process are not to blame because it is cleaner to actually separate the Annual Plan and the grant request. So this is pushing us in the right direction and that's ok. But... whilst I see great direct benefits using Fluxx and the new process... reducing time is not one of them... (MEA)*

*First of all the application form was very bulky with lot of questions which takes lot of time to complete. (MEA)*

*Broadly speaking, (it seems to me that) there is a misalignment between the degree of detail required in the form, the reliance on the attached documents, and the Committee's expectations. (LAC)*

# What did applicants say about the feedback?

*...the nature of the discussion conducted enabled me to explain in more depth several points concerning our activities (and in accordance with their questions) and thus also allowed them to better understand our work...(NWE)*

The questions during the review process made me think deeper. (MEA)

*...At times it was necessary to re-explain things that were already written down and there were questions that came about from an absolute ignorance of how civil society organizations work. A feedback that effectively improves the programs, that is, we need people with knowledge of the programs we are proposing (GLAM, education, etc.). (LAC)*

"We did not receive feedback per se, rather more questions about the proposal. We welcome an opportunity for such feedback and suggestions of how other Wikimedias may meet the challenges we have set out for ourselves. (US&Canada)"

*The initial feedback from the regional committee was vague and unclear, and got us very confused. It was very short and asked big things (change number of staff, go beyond capacity building). We would have appreciated a much longer and detailed answer from the committee, first to explain what they meant, and second to detail what they expected from us to do.. (MEA)*

*"Regional Committee must be a little more proactively think about actually coming up with better encouraging ideas .....to make to feel that the committee's purpose is more like auditors.... (SAARC)*

We strongly feel that the feedback we received was not helpful in developing our work further, nor in line with the Strategic recommendations nor phrased in a very respectful manner (e.g. with comments about our work and plans such as "not well thought through", regarding some of the initiatives we have worked on for years...). (NWE)



# Learning and evaluation section



*The metrics section is greatly improved over past years. We welcome this change and more inclusion. (USCA)*

*.....metrics are still very quantitative, and the relationship between "learning and evaluation plan", "metrics" and the degree of experimentation that can be had is not clear. In a way I felt that we had to commit to a "successful plan" and the truth is that regardless of the work we put in there are many things that can go wrong, but the metrics are not adequately reflecting that problem. It would also help to have sessions where you can talk more openly about the problems we all have, particularly when it comes to retaining editors.. (LAC)*

*We do not have good tools to capture quantitative data. Today we are using the Dashboard, Event Metrics and the Google Docs suite to collect participant data. That's at least 3 different tools and I'm pretty sure there are more. We don't know if the combination of these 3 tools actually gives us the results we want or just produces junk data. I personally think we have more junk data than anything else.. (LAC)*

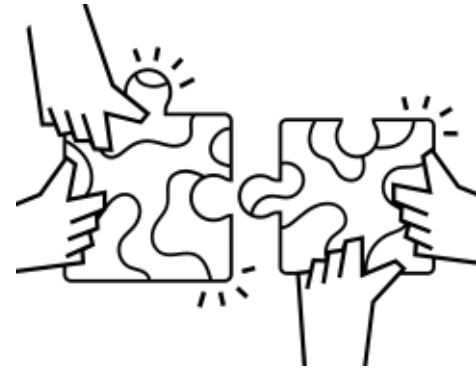
# Support during implementation

*Referring to chapters I think the most significant support the CR team can provide may be to be available for dialogue as much as possible when needed. This is true for technical questions, on the one hand, as mentioned above, but also - for the purpose of consulting on strategic issues such as - brainstorming about scaling up selected projects to the movement level, identifying a potential right partner within the movement and similar topics. (NWE)*

*With follow-up and dialogue, with flexibility and willingness to incorporate the context of each WM structure in the development and modifications that each plan may suffer during the year, with feedback and evaluations, to know how the work is going and how it can be done better. (LAC)*

*We would like to have training and follow-up sessions with the team and also with other chapters where we can share expectations, good practices and challenges. (LAC)*

*I would love to see annual analysis with data about how money is spent (per region, per language, per type of projects, map...). But I understand it is in the plan already ;) Still... data hungry. Also, we always seek other funding from other organizations, so any means the WMF can provide visibility to its grantees would be worth it. (MEA)*



# While there is an overall positive view it is important to consider open questions and challenges..here are some views

*The general idea about the General Funds was very well presented and I feel we were supported by getting timely and meaningful information. On the other hand, for me it seems like whole idea on Regional Committee is good in theory, but not in practice.*

*The application process for the Regional Committees must be open also for people that have significant experience to create a good mix between new voices and experience. (NWE)*

*"...I have not so far come across other entities that take such an approach, which is not only less centralized, but also gives an opportunity to combine forces between practitioners and volunteers on delicate and central issues such as budget. This is a demonstration of a well expressed and important value of the new strategy of the movement, which I share. Does it work? Well, "the proof is in the pudding", as the saying goes, and it did.*

*My impression was that the members of the committee took their role seriously and with responsibility and I am happy for that. I understand that the committee itself is small compared to what was originally planned, and may need to be expanded to give a voice for more diverse representation. (NWE)*

*I don't know if the word decentralization is what is happening since this is a WMF led process. The 2030 strategy establishes that decentralization is a process based on subsidiarity, where the communities affected by the decisions are directly involved in those decision processes. In this case, we continue with a rather "top-down" model. More coordination, hours of work with the committee could help improve the situation(LAC)*