"Men and women have the right to live their lives and raise their children in dignity, free from hunger and from fear of violence, oppression or injustice." Millennium Declaration (UN 2000a, 2)

Breakthrough evaluation: an External Rights-based Evaluation of Grantmaking for Gender Equality

An evaluation for the Global Fund for Women of the "Breakthrough Project: Catalyzing Activism to Achieve MDG3 in Asia & the Pacific"

Presented to:
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The Global Fund for Women

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Brooke Ackerly
Associate Professor
Political Science
Vanderbilt University
brookeackerly.org
brooke.ackerly@vanderbilt.edu
615-293-0736

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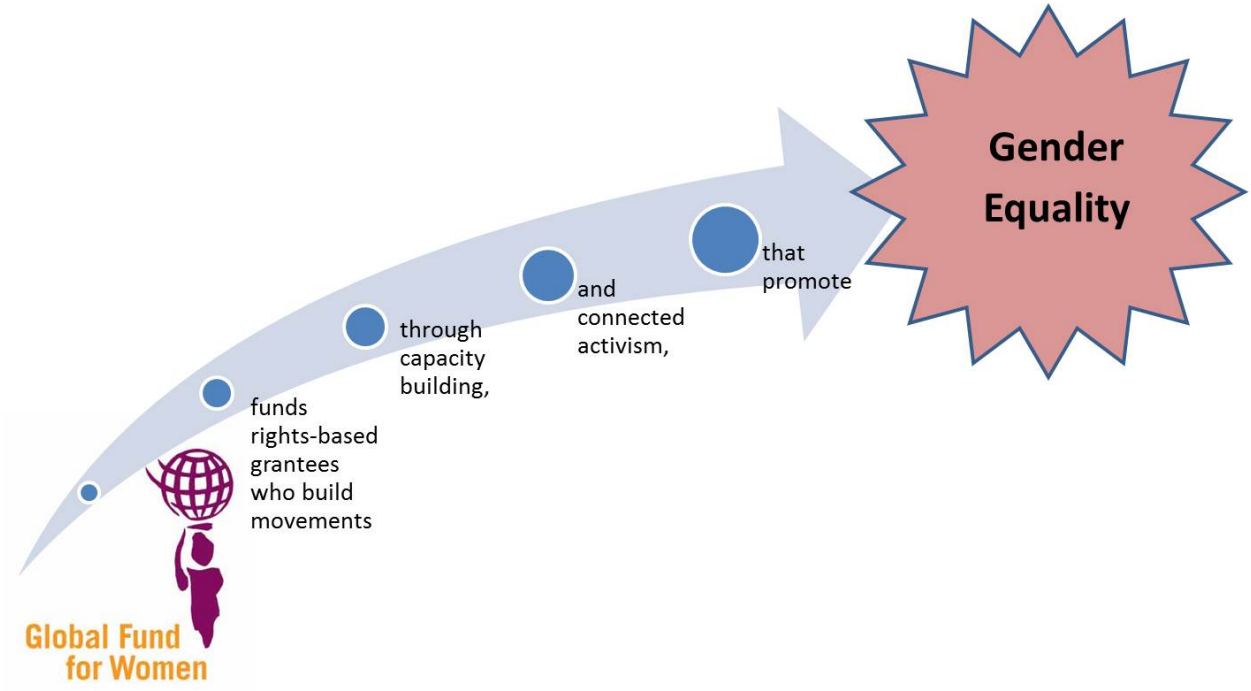
Highlights



Evaluation

1. The impact of the MDG3 GFW grantmaking can be seen in its contribution to furthering and strengthening women's movements. Grant recipients become
   - continuous and reliable partners with other movement actors and with local, national, and international government actors, and
   - visible and stable agents of social change in their communities.
2. Grantees who exhibit the ability to analyze the interests and potential for partnership with a partner or stakeholder in the grant application are more likely to demonstrate connected activism and a strategic achievement in gender equality in their final reports.
3. The Global Fund for Women's strategies of
   - a rights-based approach to grantmaking,
   - portfolio development through renewing grantees who continue to develop their rights-based approach, and
   - refreshing the portfolio by seeding new grants

   are responsible for these results.

Learning

4. Women's movements and their donors need to be concerned that the Global Fund for Women's successful strategy for promoting gender equality is an underfunded strategy.
5. Formal evaluation of impact can be improved with data collection and analysis timed beyond the term of the grant period.
6. Internal learning through investment in reflecting on and documenting the GFW staffs' decision-making processes would have a high return for GFW and women's movements for gender equality and women's rights.

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I. Executive summary

DESCRIPTION: AN EVALUATION FOR THE GLOBAL FUND FOR WOMEN OF THE "BREAKTHROUGH PROJECT: CATALYZING ACTIVISM TO ACHIEVE MDG3 IN ASIA & THE PACIFIC"

The goal of the Global Fund for Women Breakthrough Project was to increase the availability and accessibility of resources – as well as opportunities for collaboration and connection – for women-led, civil society organizations in Asia and the Pacific that are working to achieve priority goals identified by the MDG3 Fund: ending violence against women, promoting women's participation in politics and public administration, and securing property, inheritance rights and broader employment opportunities for women. However, this goal – an output goal – understates the real objective of the grant, which every staff member associated with the project articulated: they wanted to contribute measurably to **improvement in gender equality.** This goal – the impact goal – is ambitious and its achievement depends on many political, social and economic factors well beyond their control. This evaluation assesses both the output and impact goals of the grant. In addition, the evaluation brings rigorous attention to the role and potential of evaluation for strengthening movements for social change through learning.

Already, the MDGs have helped to lift millions of people out of poverty, save lives and ensure that children attend school. They have reduced maternal deaths, expanded opportunities for women, increased access to clean water and freed many people from deadly and debilitating disease. At the same time, the report shows that we still have a long way to go in empowering women and girls, promoting sustainable development, and protecting the most vulnerable from the devastating effects of multiple crises, be they conflicts, natural disasters or volatility in prices for food and energy.
The Millennium Development Goal Report 2011, p. 3.

The Global Fund for Women has a 25 year history promoting gender equality through a rights-based approach to grantmaking and movement building.

Rigorous data collection, coding, and analysis shows that the Global Fund for Women used a rights-based approach to analyze prospective grantees, to fund rights-based grantees, and to build women's and partner movements in order to effect gender equality. Additional research associated with the evaluation also finds that time for reflection, analysis, and learning is chronically underfunded relative to funding for accountability.

CONTEXT OF EVALUATION: MILLENNIUM DEVELOPMENT GOAL 3

Gender inequality, Millennium Development Goal 3, is one of the most intractable dimensions. The Global Fund for Women has a 25-year history promoting gender equality through a rights-based approach to grantmaking and movement building. The Breakthrough Project, also called the "MDG3 Grant" in this evaluation, provided three years of funding to the Global Fund for Women to fund their grantmaking in the Asia-Oceania (or "A-O") region. During the MDG3 Grant period (December 2008 – December 2011), GFW awarded a total of 448 grants to 335 organizations in 35 countries across Asia (including Central Asia and the Pacific) totaling $6,075,584. The MDG3 Grant constituted 36% of the total Asia grants during that time period. During the grant period, the GFW awarded a total of 1833 grants to 1429 organizations across 137 countries globally totaling $24,959,147. The MDG3 portfolio accounted for 9% of total grantmaking during that time.

During the MDG3 Grant period (December 2008 – December 2011), GFW awarded a total of 448 grants to 335 organizations in 35 countries across Asia (including Central Asia and the Pacific) totaling $6,075,584.

PURPOSE OF THE EVALUATION: ACCOUNTABILITY, ASSESSMENT, AND LEARNING

The purpose of this evaluation is 1) to assess the accountability of the GFW for the intended results of the Breakthrough Grant, 2) to assess the ability of the GFW to carry out a rights-based approach to grantmaking because this strategy is fundamental to promoting gender equality by changing power dynamics in social, political, and economic life, 3) to assess the role of the intended results and the rights-based approach to grantmaking in contributing to gender equality, and 4) to determine what learning from these assessments are relevant to improving the work of the Global Fund for Women, their grantees, and other movement donors.

OBJECTIVE OF THE EVALUATION

The objective of the evaluation is to provide these assessments and analyses using the highest standards of evaluation and social science and the most appropriate methods to the research questions, given the constraints of time (the evaluation was completed prior to the end of the grantees' grant period). The evaluation uses a rights-based approach to evaluation that is informed by the most recent advances in feminist and social science research methods as well as a feminist research ethic.

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AUDIENCE

The audience for the evaluation includes the Global Fund for Women, their donors, their grantees, and others interesting in achieving gender equality, particularly donors and researchers looking for how best to support women's movements toward transformative and sustainable gender equality.

The MDG3 portfolio accounted for 9% of total grantmaking during that time.

Given that this evaluation shows that the Global Fund for Women's approach is a successful strategy for promoting gender equality, women's movements and their donors need to be concerned that it is an underfunded strategy and that the political and funding environment is prompting some organizations to consider giving fewer grants.

METHODOLOGY

Because of the complex objectives of the evaluation and the intractability of the problem of gender inequality,[1] this evaluation used multiple complementary methodologies drawing on a range of data. The details of the exact methods and coding schemes for each piece of the evaluation are detailed in their respective sections of the report. For the evaluation of accountability for the grantmaking activities, the evaluation provided analysis of descriptive statistics of the portfolio of grants gathered from the individual applications and final reports. For the evaluation of whether the GFW used a rights-based approach to achieving the Intended Results specified in the grant application and whether these intended results contributed to gender equality, the analysis depends on a portfolio approach to quantitative analysis (for which the grantees' applications and final reports are coded and converted into

One of the most important strengths of the women's movement overall and of many of the grantees in this portfolio is their ability not only to partner with likeminded movement actors, but also to develop collaborations with stakeholders who may or may not be of like minds on related issues

[1] Millennium Development Goal Report 2011. See also (Holland and Sheppard 2011)

statistical data), combined with a qualitative analysis of the individual grantees (which are based on analysis of grantee final reports and, where possible, site visits to grantees in two locations). For some analysis, these data were supplemented by additional research on the issues and movements related to grantees' work.

The evaluation of the Global Fund for Women as a learning organization whose actions contributed to the intended results and their impacts on gender equality depends on two methods:

- First, analysis of the portfolio of grantees.
- Second, participant observation of the GFW's process throughout the grant period, selected interviews, review of internal and external reports, and review of convening reports.

In an evaluation of movement building, funders and grantees are movement actors. Therefore, an evaluation of a donor must be a nested evaluation of the donor as an actor and of the grantees they fund, taken as a portfolio of movement actors.

MOST IMPORTANT FINDINGS

In brief, the Global Fund for Women met its output and impact goals. It issued $2,215,400 (in Euros) through 147 grants to 125 women-led civil society organizations working on economic justice, women's political participation, and gender-based violence in 26 countries. The GFW created three formal opportunities for collaboration and connection with Convenings in the Philippines in January 2010 and January 2012 and in Indonesia in December 2011. Each of these was designed in partnership with local grantees. In addition, GFW held or supported follow-up meetings

during the Committee for the Status of Women (March 2010) and at the Asia Pacific Forum (December 2011). In these meetings ideas developed in the earlier meetings were shared with a broader array of movement actors. Plans for further dissemination are in progress.

The Global Fund for Women's rights-based approach to grant-making creates a portfolio of grantees that demonstrate the political commitments necessary to bring about changes in gender equality.

The Global Fund for Women's grant making strategy has been able to develop and innovate ahead of industry standards. This innovation applies to both the grantee partners in the portfolio *and* to the GFW grantmaking process (see Sections IV and VI). In the portfolio of grantees, the evaluation shows that grantee partners (compared to declines) are using a political version of intersectionality and other aspects of a rights-based approach to social movement work that is consistent with the important advances in gender politics and feminist theory globally (see Section IV).[2] In the grantmaking process, whereas some peer donors have determined that in order to increase their learning, monitoring and evaluation capacities, they need to scale back the number of grants they offer or at least their number of grantee partners, the Global Fund for Women has maintained its size and capacity and sought ways of learning, monitoring, and evaluation that have enabled it to do its work better…and will enable it to continue to improve its processes (see Section VI).

[2] (Ackerly 2011)

One of the most important strengths of the women's movement overall and of many of the grantees in this portfolio is their ability not only to partner with likeminded movement actors, but also to develop collaborations with stakeholders who may or may not be of like minds on related issues.

MAIN RECOMMENDATIONS

Given that this evaluation shows that the Global Fund for Women's approach is a successful strategy for promoting gender equality, women's movements and their donors need to be concerned that it is an underfunded strategy.[3]

The emphasis on the importance of organizational and movement learning from an evaluation suggests that the industry standard should shift to a two-part evaluation whereby 1) the first part of is done when the best data for demonstrating accountability are available and 2) the second part is done when the best data for analysis and learning are available. Analysis for learning requires multiple data sources, multiple methods of analysis, time for reflection and sharing back with stakeholders, and further data collection and analysis. Parts 1 and 2 may be separated by as much as a year.

Evaluations for accountability and evaluation for learning require different data and evaluation for learning should take place after evaluation for accountability and after the funded activities have concluded.

[3] (OECD 2008; Clark et al. 2006; Equality 2008).

CONCLUSION: "WHAT HAVE WE ACHIEVED?"

Although this evaluation is being carried out as part of the Breakthrough grant and therefore is ultimately accountable to that donor as specified by that grant, the stakeholders in this evaluation also include the GFW staff and grantee-partners. Throughout the evaluation process, they have articulated one version or another of this question: "What have we achieved?"

The Global Fund for Women's portfolio of grantees embodies movement learning. By documenting grantees' processes of decision-making and being clear about the GFW's tools of assessment (as the new Final Report Questions are), the GFW can expand its leadership role in women's movements around the world.

In short, the Global Fund for Women's rights-based approach to grantmaking creates a portfolio of grantees that demonstrate the political commitments and skills necessary to bring about changes in gender equality. The GFW RBA promotes strategic acumen among its grantees through selective grant renewals to those who demonstrate learning and growth particularly toward developing networks with allied partners and other movement stakeholders.

These areas are also areas where grantees can improve. Some grantees need to develop (or further develop) ways of doing their work that enhance the political skills of their beneficiaries, partners, and networks. And many grantees need to develop their ability to account for their strengths and weaknesses and to attribute their successes and failures not only to their actions, but to their strengths.

By identifying applications that demonstrate a rights-based approach and then over time renewing those that continue to grow and learn while shifting funding from those that don't to new grantees, the Global Fund for Women has contributed to building the women's movement and its skill set. While any given grantee may not exhibit this narrative, the portfolio taken as a whole does.

The Global Fund for Women's portfolio of grantees embodies movement learning. By documenting their processes of decision-making and being clear about their tools of assessment,[4] the GFW can expand its leadership role in women's movements around the world. The benefitof being global is the ability to learn from one portfolio – in this case the MDG3 portfolio – insights that can be tested and developed in other regions.

It is not a surprise that the GFW has become an anchor of the global women's movement nor that it has funded a Nobel Prize winner Leymah Gbowee (Leader of the Mass Action of the Women in Peacebuilding Network in Liberia) or many of the organizations that others hold up as models of social change.[5]

> Some grantees need to develop ways of doing their work that enhance the political skills of their beneficiaries, partners, and networks.

This evaluation seeks to use the data from the portfolio of the MDG3 grantees to reveal the roles of experience, learning, intentionality, reflection, and institutional practices in bringing about these results. Given these strengths and contribution to women's movements, it would be disturbing for the future of gender equality if the Global Fund for Women tried to decrease the cost of evaluation by changing its program design. It is an effective movement actor *because* it uses a rights-based approach and *because* it has a large portfolio of grantees. Together, these aspects of the Global Fund for Women's movement-building strategy not only *describe* the Global Fund for Women but *explain its success*.

[4] See Appendix - 2011 MDG3 Final Report Questions.
[5] (Kristof and WuDunn 2009)

II. Introduction to Evaluation of Social Movement Organizations and Grantmaking for Gender Equality

In the Breakthrough Project, the Global Fund for Women designed a grantmaking strategy to catalyze women's activism in order to achieve gender equality in Asia & the Pacific.

> … we still have a long way to go in empowering women and girls…
>
> –Ban Ki-Moon, eighth Secretary-General of the United Nations

PURPOSE AND CONTEXT OF THE EVALUATION: ASSESSING GENDER EQUALITY AND THE BREAKTHROUGH GRANT

In his Forward to the Millennium Development Goal Report 2011, Ban Ki-Moon writes,

> "Already, the MDGs have helped to lift millions of people out of poverty, save lives and ensure that children attend school. They have reduced maternal deaths, expanded opportunities for women, increased access to clean water and freed many people from deadly and debilitating disease. At the same time, the report shows that we still have a long way to go in empowering women and girls, promoting sustainable development, and protecting the most vulnerable from the devastating effects of multiple crises, be they conflicts,

natural disasters or volatility in prices for food and energy."[6]

As the history of the MDGs has shown, *goals* do not change conditions, political and economic commitments to goals do. If we consider those goals on which the most progress has been made – declining maternal mortality and certain diseases and increasing opportunities for women and access to clean water – each of these, while certainly requiring political and economic will, is less politically and economically threatening than those goals on which there has been less progress.

> Goals do not change conditions, political and economic *commitments to goals* do.

Gender inequality is a particularly pernicious form of hierarchy because it is part of people's lives in ways that are not always visible or even under our individual influence even once we are aware of it. Such forms of injustice are what we might consider the "hardest cases" for global injustice.[7] Gender inequality is particularly pernicious because there are global structures and institutions that feed gender inequality.[8] In addition, social, values, practices, and norms that are local, national, and global contribute to gender inequality. Further, behavior – both individual and collective – when aggregated can create patterns of gender inequality that were not the intent of any individual actor. Finally, because of this complexity of forces, it is difficult to be aware of, to comprehend, and to anticipate the ways in which individual or corporate actions contribute to gender inequality.

The Breakthrough Project of the Global Fund for Women took on one of the thorniest Millennium Development Goals – Gender Equality (MDG 3). Specifically, the Breakthrough Project of the GFW promoted gender equality and women's

[6] The Millennium Development Goal Report 2011, p. 3.
[7] (Ackerly forthcoming)
[8] (Jaggar 2009)

empowerment in areas that require strong women-led activism: to end violence against women, promote women's participation in politics and public administration, and secure property, inheritance rights and broader employment opportunities for women. These are three distinctly important pillars of gender equality and women's empowerment. All three of these pillars are affected by institutions, values, practices, and norms, and the aggregated impact of individual and collective behavior. All three of these areas are the more visible side of more perniciously invisible dimensions of gender inequality. This is because of the complex dynamics affecting each of these aspects of gender equality.[9]

An approach to evaluation that analyzes all of these complex forces may seem too unwieldy to be useful as a tool for accountability or learning. But this is not the case. In fact, if the purpose of evaluation is to learn and strengthen the movement, then addressing these complex forces would seem to be an essential piece of evaluation. Analyzing the complexity of forces associated with gender inequality in any given context is a very important movement-building exercise and strategic skill for any organization. The Asia-Oceania team of the Global Fund for Women (and each program team) does such an analysis of their region every year in their Annual Plans.

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In light of these dynamics, while the pillar metaphor is an apt characterization of the import of the MDG3 target issue areas, it is a mischaracterization of how they function. For example, often women use their political participation to advocate for legislation or other political accountability around worker rights, gender-

[9] Srilatha Batliwala has proposed that women's social movement organization take stock of these forces and evaluate the changes in their work against the changing backdrop of such forces (OAK conference 2009).

Social change for gender quality does four things: it

I) raises awareness,
II) enables marginalized groups to improve their access to resources,
III) transforms the legal and policy environment, and
IV) transforms social values, practices, and norms

based violence, or land rights.[10] Similarly, grantee partners show that women's work for worker rights or against gender-based violence also leads them to seek more effective political skills such as legal advocacy in the judicial system, lobbying in government, and media savvy to influence popular opinion.[11] Perhaps it is more apt to say that the three areas of focus – economic justice, women's political participation, and gender-based violence – are the anchor issues for rights-based social movements for gender equality and women's empowerment.[12]

In order to meet the MDG of gender equality, funding for these three issue areas is essential. Funding itself, however, is not the solution. Rather, given the socio-political dimensions of ending violence against women, promoting women's participation in politics and public administration, and securing property, inheritance rights and broader employment opportunities for women, work in these areas needs to achieve change that does four things: raises awareness (I), enables marginalized groups to improve their access to resources (II), transforms the legal and policy environment (III), and transforms social values, practices, and norms (IV).

[10] See for example KP described in Section V.
[11] See for example Action for REACH OUT described in Section V.
[12] Women's Legal Bureau, Philippines, $20,000.

In this evaluation I will draw on the work of decades of feminist scholarship, organizational consultancy, and recent movement evaluation to describe the work of the Global Fund for Women and the ways in which the specific funding of the Global Fund for Women's Breakthrough Project ("the MDG3 Grant") increased the scale of that impact by 9%.[13]

The evaluation of a social movement donor is a **nested evaluation**. The donor must have an appropriate strategy for identifying grantee partners; it must utilize that strategy successfully; the grantee partners must have appropriate strategies and partners must utilize their resources effectively, which may mean adapting and transforming strategies during the grantee period in response to changing political, social, and economic conditions. However, because of the institutional, normative, and behavioral dynamics of gender inequality, even if all of the desired outputs and outcomes were achieved, it may still be very difficult to observe the kind of political transformation that the Millennium Development Goal 3 is calling for. The fact that it is difficult to evaluate social change philanthropy does not mean that it cannot be done, but it does mean that we cannot assume that we have a shared understanding of the objectives of such an evaluation. Hence, this first section of the evaluation lays out the shared objectives of the Global Fund for Women and the evaluator.[14]

The MDG3 grant constituted "restricted" funds in that the donor directed how the money should be spent and expected accountability on those directives, but the funding was also "aligned" funding in that the directives of the donor were consistent with GFW goals. Therefore, the assessment of the MDG3 grant provides an opportunity for assessing the GFW's rights-based approach overall.

[13] The proportion of the GFW grantmaking represented by the MDG3 grantmaking.

[14] Note, the evaluator intended to do a Rights-based approach to evaluation in which the defining variables based on a grounded theory of human rights framed the inquiry. That framework was outlined in a midterm presentation to the Global Fund for Women August 2011 and is the basis for the Rights-based Approach evaluation in Section IV. However, given the learning goals of the Global Fund for Women, the evaluation uses the Change Matrix as its organizing framework for this report. The discussion below entitled "Rights-based approach to evaluation" and the report conclusion (Section VII) will address certain dimensions of a rights-based approach to evaluation.

The purpose of this evaluation is to access the Global Fund for Women's grantmaking effectiveness in meeting the goals of the "Global Fund for Women Breakthrough Project: Catalyzing Activism to Achieve MDG3 in Asia & the Pacific." The grant constituted "restricted" funds in that the donor directed how the money should be spent and expected accountability on those directives, but the funding was also "aligned" funding in that the directives of the donor were consistent with GFW goals. Therefore, the assessment of the MDG3 grant provides an opportunity for assessing the GFW's rights-based approach overall. Because each regional team is given significant autonomy in developing its metrics for implementing the rights-based approach, this evaluation also offers an assessment that is particularly relevant to the Asia-Oceania Regional team. However, because during the MDG funding period there was significant change in the Asia-Oceania Regional team and because the evaluation did not use date-of-grant as an explanatory variable, the portfolio analysis should not be used as a tool for evaluating the team or individual team members. There are other aspects of the evaluation that do shed light on the strengths of the team and of individual team members. These were essential to the success of this grant.

OBJECTIVE OF EVALUATION: THE CHANGE MATRIX

Given the range in *kinds of change* that are required for gender equality, it may seem unreasonable that an evaluation should have the goal of observing all kinds of change. However, feminist development and organizational leadership practices have provided the field with a way of integrating conceptually these four kinds of change – raising awareness (I), enabling marginalized groups to improve their access to resources (II), transforming the legal and policy environment (III), and transforming social values, practices, and norms (IV). These kinds of change have been part of the development in feminist movement organizations and feminist theorists' thinking about transformative social change over the past decades.

There are, of course, other ways to think about the kinds of changes that are necessary to bring about gender equity. For the purposes of this evaluation, this is an appropriate framework for three reasons:

- First, these four areas of activism correspond to an organizational-level way of thinking about organizational objectives and social change. Thus, this framework can be used and has been used as an internal diagnostic tool for organizations.[15]

- Second, this framework has been a useful tool for evaluating social movement activism and for enabling various social movement actors to see their work in relation to each other; further, it is a useful tool for demonstrating to donors and non-government organizations why social movements are necessary to affect sustainable transformative social change.[16]

"The impact of the MDG3 funding through the GFW's A-O Region can be seen in its contribution to furthering and strengthening movements for women's political participation, economic justice, and ending gender based violence such that they can be reliable on-going partners of government, visible and stable agents of social change in their communities, and continuous, and reliable partners in these networks." See VII Conclusions, based on analysis in Sections III, IV, V, and VI.

[15] This framework was originally developed by Aruna Rao and David Kelleher, using Ken Wilber's work as a foundation. See Gender at Work, http://www.genderatwork.org/gender-work-framework last accessed December 18, 2011. They refer to it as the "Gender at Work Framework." In this document, I refer to it as the "change matrix" in reference to all of the changes in organizations and movements that can be mapped with the framework as well as the differences in appropriate forms of evaluation for documenting these. See Figure 1.

[16] This has been outlined and synthesized by Srilatha Batliwala for AWID and broadly circulated in a piece co-authored with Alex Pittman. She has also used the framework for several years to help emphasize the importance of social movements in bringing about the change the NGOs and governments cannot alone bring about. http://brookeackerly.org/wp-content/uploads/2010/11/Batliwala-2010.pdf, p. 17 ff, last accessed December 18, 2011.

- Third, it is a tool that the Global Fund for Women's Asia-Oceania team has been using itself to reflect on its work and to guide grantees in thinking about their own movements and ways of evaluating their work.

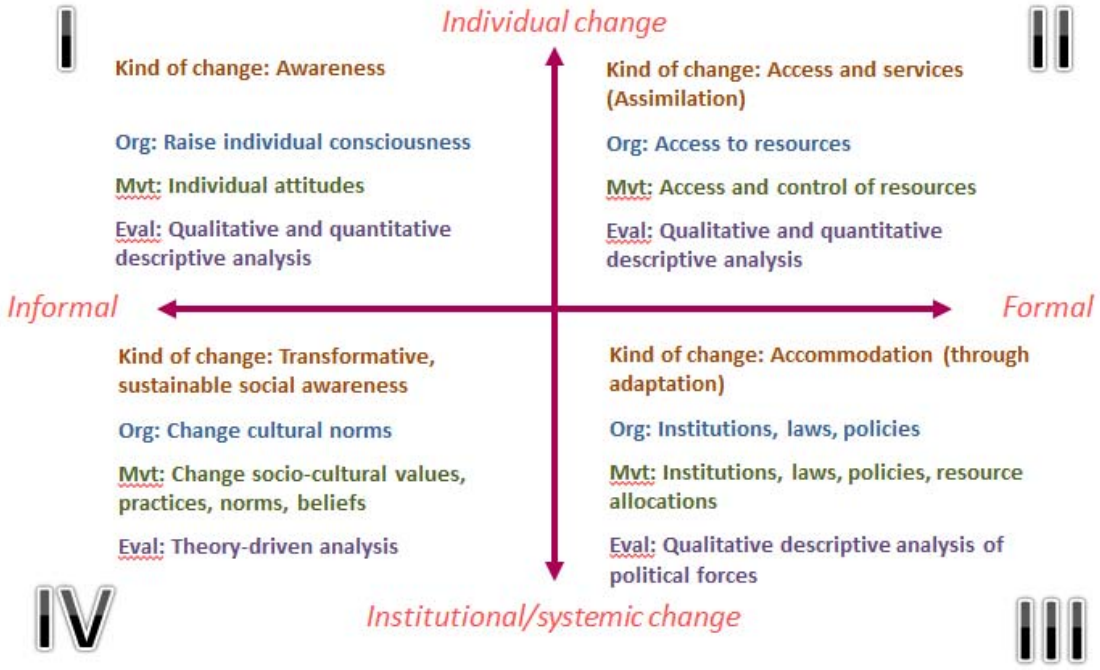
These ways of categorizing the kinds of change that social movements seek to bring about can be mapped along two vectors: one, between individual change and systemic change and, two, between informal change and formal change (see Figure 1). Change that is more informal and individual includes raising the individual awareness of an issue, hopefully for *lots* of people.[17] Awareness is the heart of social movement action. Change that increases access to resources for individuals (or for individual organizations) is more individual and formal. This kind of change can be brought about by nongovernment organizations, donors, and other actors and often takes the form of gaining for those previously denied, some form of access to an existing set of formal institutions and resources.[18] Change that is manifest in laws, policies, or a new institution may adapt existing institutions or enable existing institutions to accommodate formerly excluded groups. This kind of change is more formal and institutional and can have a systemic impact.[19] Finally, change that is systemic and informal is change that is manifested in sustainably transformed social

Awareness: This girl (16) learned about the risk of traffickers from Women Peacemakers (Cambodia) and later declined the proposal of two foreigners to take her to the beach.

[17] For example, the Millennium Development Goals are both the consequence of heightened awareness among global leaders of gender inequality along with global poverty and other deprivation *and* have contributed to increased awareness of these and political and moral commitments to address them among populations of the developed world. See Figure 5.
[18] For example, the MDG3 Fund has increased access to resources for improving gender equality. See Figure 5.
[19] For example, the Millennium Development Goals are the consequence of an international agreement and so we would say that they are formal, but to the extent that they are successful at decreasing poverty and their other goals, they will have succeeded in changing the structure of the global political economy. See Figure 5.

values, practices, norms, and beliefs.[20] These kinds of change, and the ways in which organizations and movement actors (including donors) can contribute to them, as well as the kinds of tools that can be usefully deployed in analyzing the processes effecting these changes can be summarized in a graphic two by two, that the Global Fund for Women refers to as "the change matrix."

Figure 1: Social Movement Organization-level "Change Matrix"



[20] For example, the quantitative objectives of the Millennium Development Goals may not be achieved, but the fact of a such a global statement of goals has brought about some transformed thinking among some people about what a global political economy should look like and how it should function such that socio-economic manifestations of human rights violations are not perpetuated and exacerbated by the mandates of global institutions (Pogge [2002] 2008). See Figure 5.

One advantage of using the matrix is that it can be utilized by movement organizations and donors fairly easily with a brief introduction. It is a tool that works at practical and theoretical levels and it is a tool which people from different kinds of movement organizations can use to put their work in relation to each other. The footnotes to the introduction to the framework above provide examples of the Millennium Development Goals and the various kinds of change to which the MDG statement has contributed.[21] Thus we can see that the change matrix can also be used as a tool for donors and actors across issues areas.

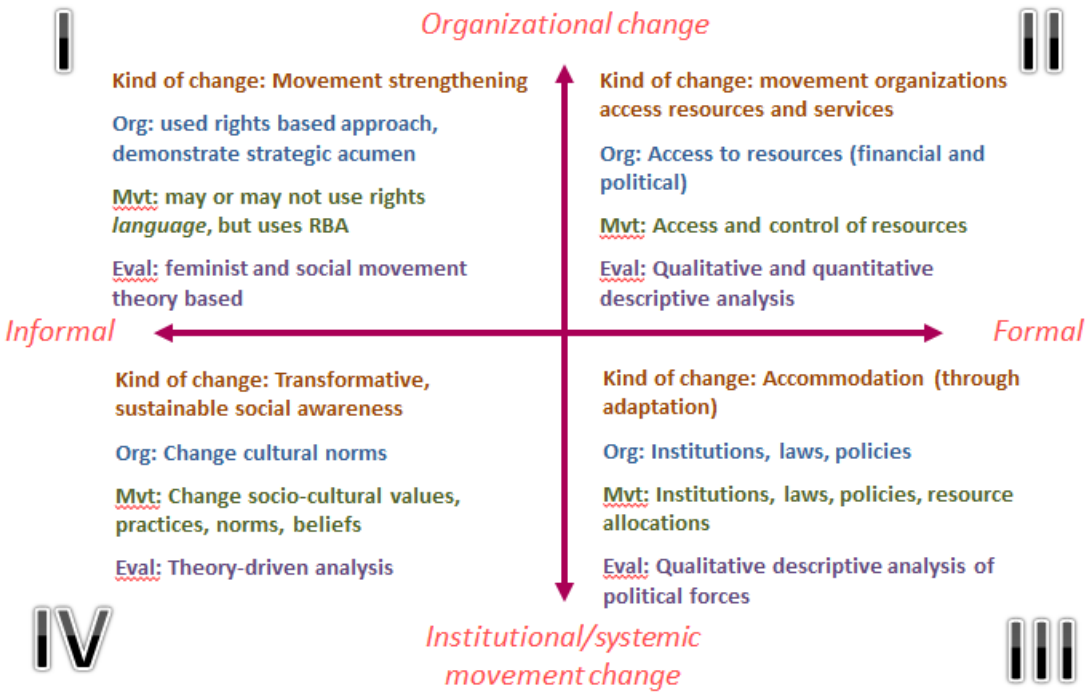
Kind of change: What kind of change do we expect to see? (Ackerly)

Organization level: What are organizations trying to change? (Gender at Work, Rao and Kelleher)

Movement level: What are movements trying to change? (AWID, Batliwala, Pittman, GFW)

Evaluation level: How do we evaluate that change? (Batliwala, Ackerly, GFW, GFW grantee partners)

Figure 2: Social Movement Researcher or Donor "Change Matrix"



[21] See also Figure 5.

EVALUATION SCOPE: MDG3 EVALUATION GOALS

The preceding section maps the kinds of change required for gender equality in four quadrants. Raising awareness (I), enabling marginalized groups to improve their access to resources (II), transforming the legal and policy environment (III), and transforming social values, practices, and norms (IV) are ambitious objectives achieved through complex processes. Achievements in I and II can be observed with descriptive statistics and analysis of quantitative data. Achievements in III and IV, however, cannot always be directly observed, but rather require analysis of the processes that brought them about in order to identify the contribution of any particular effort of constellation of efforts to the achievements.[22] While sometimes achievements in transforming the political environment (III) can be measured by a change in law, often these changes are not so easily seen. Moreover, sometimes the passing of a law goes unenforced so the passing of a law may be a spurious measure of change. The more complex the dynamics, the less reliable observable data alone (that is, descriptive statistics) are without analysis of the processes that brought them about. Hence, for a complete analysis of all four kinds of work toward gender equality, evaluation needs to focus on the *processes* of change. In all four areas, we may have observable data that may usefully inform analysis, but analyzing what observable data

Transformative Change:
How do you know that you know that "that kind of thinking" has changed?

In one example, where the indigenous community was being threatened by the military…

> "…some of our women organizations have been campaigning for themselves against militarization so we didn't need to go into their communities to campaign for them. They themselves are campaigning against the military."

In another example, where the indigenous community was being threatened by the mining operation…

> "…they are talking about the community, as a community. The women in the community organized themselves and became a strong force for the Baguio organization there."

Angela Malicdem from Innabuyog – Cordillera/Baguio, Philippines in an interview following the January 2012 Convening.

[22] (Holland and Sheppard 2011)

tell us about efforts to transform values, practices, and norms requires a more complicated process.

Formal institutional change: Celebration of the passing of ILO Convention 189 on the rights of domestic workers to decent work.

RIGHTS-BASED APPROACH

During the 1990s at international meetings and in regional preparatory contexts, those engaged in the practice, scholarship and policy of development and human rights coalesced around the rights-based approach to development. That is, *the rights-based approach* achieved international legitimacy as *the appropriate process* for promoting gender equity, peace, and development. This understanding was confirmed in the Beijing Platform for Action. The practice, scholarship, and policy of the subsequent decade provide ample resources to learn from the experience of trying mainstreaming gender equality through these four mechanisms. Further, there is a significant body of practice, scholarship, and policy that illustrates that not all work that calls itself "rights-based" in fact is worthy of the name. Without a more profound transformation in the local, national, and global values, practices, and norms, even those engaged in and seemingly committed to the project of promoting gender equality through a rights-based approach can find it difficult to conceive of all that that entails.

A rights-based approach to evaluation and research has five substantive commitments to
1) intersectional analysis,
2) cross-issue awareness,
3) capacity-building,
4) situational analysis, and
5) individual, organizational, and movement level learning.

Confusion alone about what a rights-based approach requires is insufficient to explain why progress on the third Millennium Development Goal has lagged other goals. This is also a time when *funding* for women's rights is being undermined by a girls-as-means approach to poverty, education, and development. In this framing, the transformation in policy, law, and social norms that are necessary for gender equality is sublimated to other goals. The irony is that poverty, education, and development require social change. Social change requires a rights-based approach. If policy makers cannot attend to the power dynamics behind the major problems of global injustice, then they are not looking at the actual problems.

> "For a feminist research project, the very concept of rigor is defined from a critical perspective on methodology. Etymologically, the term "rigor" means stiff. However, in social science it has come to mean using "systematic" and accountable methods. …[F]eminist scholarship has standards of quality which overlap in their key features with the standards of all social sciences: that they can be defended before a jury of academic peers." (Ackerly and True 2010: 4).

This is an exciting time to be evaluating social change work. Tools of performance evaluation from non-social change contexts are being applied to social change work.[23] Additionally, movement organizations are developing capacity for self-evaluation and learning; that is, evaluation is increasingly part of how social movement organizations seek to improve their work and is no longer merely a tool for accountability to external stakeholders. Finally, social movement evaluation is in a period of innovation. Tools that have been developed for organizational level analysis are being adapted and modified for movement level assessment. Tools that have been adopted from for-profit business contexts are being reassessed for their relative strengths and weaknesses in evaluating social change work.

[23] http://awidme.pbworks.com/w/page/36050854/FrontPage, last accessed January 24, 2012.

This evaluation of the MDG3 grant is consistent with these trends and seeks to further these by developing and applying the rigorous methods of social science research to produce an evaluation that meets the highest standards of excellence in evaluation as defined by the United Nations Evaluation Group.[24]

A rights-based approach to evaluation and research has five substantive commitments: to 1) intersectional analysis, 2) cross-issue awareness, 3) capacity-building, 4) situational analysis, and 5) individual, organizational, and movement level learning. *Intersectional analysis* requires a commitment to seeking out the dynamics among different forces affecting the thing being evaluated. For this evaluation it meant paying attention to the ways in which preexisting dynamics among organizational stakeholders were affected by the grant. A rights-based evaluation requires a research design that contributes to the learning of grantee partners without creating additional unanticipated reporting requirements.[25] Since grantee-partner and program team workload was one of the dominant concerns of the Global Fund for Women at the time the evaluation was commissioned, the research design utilizes existing data.

> If policy makers cannot attend to the power dynamics behind the major problems of global injustice, then they are not looking at the actual problems.

For this evaluation *cross-issue awareness* meant paying attention to the substantive connections among the issues areas – economic justice, women's political participation, and gender-based violence. It also meant paying attention to the substantive concerns of the MDG3 grant in relation to the women's movements within the region and

[24] See the Evaluation Standards pp 81-87 in Lajungman, "Meta-Evaluation UNIFEM Evaluations 2004-2008," UNIFEM, 2009.

[25] The timing of the due date prevented meeting this commitment in one respect. The early cohort of grantees were asked for progress reports in order to meet the midterm reporting goals of the donor and the cohort of grantees whose grant period was not yet over had to provide a progress reports as well. Normally, the GFW gets only a Final Report from each grantee.

transnationally to the extent that these were influenced by transnational forces and opportunities.[26]

For this evaluation, *capacity building* meant conducting the evaluation in a way that strengthened the individual capacities, organizational capacities, and networks of those who informed the study. The research utilized existing data and created methods of analysis of those data that would be useful to the on-going work of grantmaking and movement building. Where systems were in place (whether or not fully utilized by the GFW), the study utilized those. Where they were not, the study encouraged the development of instruments that would serve the organization as a howl into the future. For example, the new Final Report Questions and format includes text explaining the purpose of each section of the report and guides grantees to be more concrete in articulating their bases of self-assessment.

Situational analysis focused on the donor, other donors, grantee partners, and other women's movement organizations who have been working on developing evaluation mechanisms that both meet accountability objectives and yield learning that is beneficial to improving how social change organizations work. The range of stakeholders and partners, and their concern for developing rigorous methods for assessing social change philanthropy and social change activism present an opportunity, but also potentially a threat to women's movements if they cannot develop rigorous and appropriate learning tools.

[26] For example the initiative around ILO Convention 189 on the rights of domestic workers.

Finally, since both the purpose of evaluation in general and the organizational goals of the Global Fund for Women during the grant period were increased capacity in *organizational learning* and evaluation both for itself and its grantee partners, the evaluation needed to use tools that would enhance existing learning and evaluation capacity within both the GFW and grantee partners. This entailed both the appreciation and use of strengths and weaknesses in these areas and the development of learning and evaluation plans and strategies that were consistent with the learning objectives of the organizations *and* were able to be implemented, at least in the sense of ability even if time and resources meant that present capacity was lacking.

> The challenge is to design evaluation systems that enable an organization to assess its progress toward its own goals and to learn from its assessment why it is or is not making progress toward those goals.

This report is only the most recent in a series of opportunities for the stakeholders in the evaluation – Global Fund for Women staff and grantee-partners – to express an interest in the usefulness of the findings of this evaluation. Throughout the evaluation process, there have been key moments in which the evaluation has fed insights back to those informing the evaluation. For example, in the early phases the evaluator worked with the A-O Program team to revise the final report questions and the format of their delivery. As part of this process, the team initiated sending the final report questionnaire at the time of the grant to the program officer who would be doing the work and evaluation (as opposed to the previous practice of sending the final report questions to the finance person with the grant disbursement). In addition, the GFW information systems team initiated developing a follow-up letter that systematized the process of following up on past-due final reports.

Evaluation mechanisms for assessing outcomes must be developed in light of clear goals, otherwise evaluation targets distract from achieving goals.

For example, if we evaluated hospitals based on mortality rates, they would not treat patients who might die even with treatment. That would certainly increase mortality rates in the population if not the hospital.

The evaluator sought to make all of these processes transparent. Sometimes the evaluation of organizational learning required a period of assessment of staff or organizational capacity before providing input that might contribute to learning. However, throughout the process, some results were shared in order to contribute the dynamics of the organizational learning process.

This evaluation:

1) provides an assessment of the GFW as a grantee of the MDG3 fund,

2) is a performance assessment of the Global Fund for Women as a social movement organization,

3) contributes movement-relevant insights by deploying social science methods for converting qualitative data into quantitative data in order to enable not only the Global Fund for Women, but also grantee partners, donors, and other interested movement actors to learn from the GFW's grantees' experience-based wisdom,

4) develops where necessary new tools for assessment of social change and the impact of rights-based approach to social change, and

5) enhances the GFW's internal learning, monitoring and evaluation (M&E) capacity through the evaluation process.

LEARNING-DRIVEN APPROACH TO EVALUATION OF GENDER EQUALITY GOALS

Donors and women's organizations are working on evaluation in a funding context in which accountability is focused on accounting, credibility, fraud, and "moving the needle." These foci are not goals. Further, they are neither adequately ambitions or nor adequately defined. In addition, they share the potential to create an image of social change work as unable to be evaluated. This potential is politically volatile and unwarranted. The fact that it is difficult to evaluate social change work does not mean that it cannot be done. It does not mean that we should focus on narrow substantively uninteresting objectives nor does it mean that broad amorphous objectives are appropriate objectives or that the goals of social change organizations are as amorphous as these questions would suggest.

Rather, the challenge is to design evaluation systems that enable an organization to assess its progress toward its own goals and to learn from its assessment why it is or is not making progress toward those goals. Evaluation mechanisms for assessing outcomes must be developed in light of clear goals; otherwise, evaluation targets distract from achieving goals.

In the case of the MDG3 grant, this could be a risk because the goals are ambitious and the available data are seemingly narrative and unsystematic. The goals *are* ambitious – to promote gender equality and empower women. These goals require changes that are, as noted in the introduction and by the Millennium Development Goal Report itself, politically and economically difficult. When the goal requires confronting political and economic forces, the investment must be in the political and economic strength to confront those forces. The Breakthrough Project provided that investment and the proposal identified measurable (SMART) outputs and outcomes that would provide evidence of achievement.

Every evaluation needs four pieces. Each of the words we use to talk about these pieces has a colloquial meaning and a more specific meaning. These are the specific meanings that are common in both evaluation literature and social science literature.

1) Goals. Goals are the ultimate, expected impacts. Synonyms for goals include ultimate objectives, long-term outcomes, and impacts.

2) Outputs and Outcomes. Outcomes are the steps needed to achieve those goals. Outputs are the organization-controlled actions. An organization selects measurable or at least observable "outputs" with the aim that these will bring about outcomes. Synonyms for outputs include short-term goals, strategic objectives, direct consequences, and "steps toward our goals."

3) Research design. The research design for studying outputs, outcomes, and goals are generally different. Each research design specifies the kind of data and system of analysis that will be used to learn from those data. Research design includes specifying the appropriate measures for assessing outcomes or goals. Some goals cannot be assessed with single metrics. A synonym for research design is evaluation system.

4) Measures. Measures are the variables used in a given analysis. All data is qualitative. For statistical analysis, qualitative data need to be converted into quantitative data. Some measures might be "outputs;" for example, the number of grants given or the number of grantee partners with a certain beneficiary profile. Outputs are the immediate products of the work. Whether they are appropriate measures of success depends on the goals and outcomes of the evaluation. Other measures assess outcomes. There may be some measures that assess impacts, but impacts usually need to be assessed with multiple measures.

Goals and outcomes are determined by the organization. Regardless of who is involved in the development of outcomes, the goals of the organization and its most strategically minded assessment of the tactics appropriate to achieving those goals should determine outcomes. The important and valuable goal of developing responsible learning, monitoring, and evaluation should not determine the outcomes or steps best suited to meeting goals. Rather, outcomes should be based on the organization's analysis of what outcomes are strategically necessary to bring about the desired goals (or impacts).[27]

While *resource constraints* may require choosing one system of analysis or another, an organization should not choose a particular evaluation tool because others are using it.

By the same token, program goals should not constrain evaluation tools. That is, if utilizing a particular evaluation mechanism is an *organizational goal*, it should be articulated as such; the organization should identify the appropriate steps to achieving that goal; and the evaluation should determine whether that goal was achieved.

An evaluator may help an organization determine if the designated outcomes are sufficient and appropriate to assessing progress toward the goals (impacts).

Research Ethics

This is not only a rights-based evaluation; it is also a feminist evaluation. Feminist research is guided by a feminist research ethic.[28] A feminist research ethic involves four commitments.

> "(1) attentiveness to power; (2) attentiveness to boundaries, intersections, and normalization; (3) attentiveness to relationships among all stakeholders (funders, researcher-participants, subject-participants,

[27] This is the exercise that the regions go through for Annual Planning every year. Participant observation of this process or of organization-wide goal setting was not part of the data for this project. Data on these come from staff interviews and the annual plans.

[28] (Ackerly and True 2010; Ackerly 2007; Ackerly 2003), Framework for Research Ethics and Evaluation

assistant-participants, translators, facilitators, audiences, communities, etc.); and (4) self-reflection at each stage of the process."[29]

In this evaluation, the feminist research ethic has affected the research methods used in interviews and site visits. However, respecting the security of certain grantees has also affected what is included in this report. Due to the political context of some grantees' work, combined with the desire that this report be able to be circulated widely so as to enhance any benefit it may have for the learning of women's movement organizations and their donors, much of the research into the context and networks of political activism related to certain grantees' activism that was done as part of this evaluation is not reported here.[30]

DATA

Because of the variations in methodologies for each portion of the evaluation, the data that inform each piece of the evaluation in Sections III-VI are described in detail in that section, but these are based on multiple sources of evidence:

- Applications and final reports of MDG3 grantees,
- Applications of all applicants (declined and funded) from India in 2010,

[29] (Ackerly and True 2010: 12). Theoretically, "A feminist research ethic is a methodological commitment to any set of research practices that reflect on the power of epistemology, boundaries, relationships, and the multiple dimensions of the researcher's location throughout the entirety of the research process and to a normative commitment to transforming the social order that is under scrutiny if it is unjust. It is an ethic in two senses; it demands that we use critical reflection as a work ethic during research, and it points us to recognize and account for the provisionality and contingency of data, the necessary construction of knowledge by way of boundaries and categories, and the need to relate to these categories and boundaries in non-essentialist and transformative ways"(Ackerly and True 2010: 2). In my interpretation of it, a feminist research ethic requires rigorous research design and implementation in order to yield peer reviewable publishable research that contributes to the learning of feminist movements.

[30] For a general statement of the evaluator's research ethic see http://brookeackerly.org/evaluation. For more detailed ethical guidelines for feminist research ethics and evaluation see http://www.palgrave.com/methodology/doingfeministresearch/resources/guides/framework_Research_Ethics_Evaluation.pdf

- Participant observation in the GFW development of its learning, monitoring and evaluation processes, including
    - Participant observation at one board and select program meetings,
    - Site visits in Bangladesh and Hong Kong,
    - Planning and attending the Philippines 2011 convening,
    - Staff formal and informal reporting on Indonesian and Philippines' Convenings and follow-up meetings,
- Interviews with staff (indicated with † in the Appendix – Organizational Charts and Interviews),
- Transcript of "State of the staff" video 2011,
- Focus group meetings with staff, and
- Review of Asia-Oceania Team's Annual Plans and Regional Reflections
  Regional Grantmaking FY 10/11 Annual Plan
  Regional Grantmaking FY 09/10 Annual Plan
  Regional Grantmaking FY 08/09 Annual Plan
  Asia-Oceania's End of Year Reflections 2009-2010

For the portfolio analyses (RBA and GEA), the evaluation methods used additional researchers to provide independent verification of coding of qualitative data for quantitative and descriptive analysis. These data were supplemented with research on the contexts and other movement actors of various grantees as appropriate.

There are some evaluation-relevant constraints on these data. First, because the grant was used to develop final reporting systems, but started issuing grants prior to the change in this system, the final reports for these grants follow two formats. In

Advantages of using the Change Matrix are that it can be

- *A tool that works at practical and theoretical levels,*
- *A tool through which people who look at organizations and movements can put their work in relation to each other, and*
- *A tool through which people from different kinds of movement organizations can put their work in relation to each other's work.*

addition, because all data had to be collected and analyzed prior to the end of the grant period, some grants were evaluated based on progress reports, not final reports.

This time constraint put some limitations on the analyses as well. Because not all grantees had completed their grant periods, the measures of impact on gender equity are not based on the full term of their work. Additionally, as understood by social movement scholars, women's movement actors, and their donors, social change is a dynamic process. Much of the long-term impact from the MDG3 Breakthrough grant is expected to be realized after the period of the grant. These limitations mean that this evaluation is constrained in what it can observe about the dynamics of change toward gender equality, particularly the dynamics that are possible among the quadrants of social change. As reported in Section V, the evaluation finds that the MDG3 grantmaking enhanced gender equality and has some key findings that explain how this impact came about through connected activism among movement partners. However, had the evaluation not had these data constraints, it may have found additional insights that are relevant for movement building. Additionally, the temporal terms of the grant and this evaluation require that the evaluator assess grant-funded Convenings, which provided learning opportunities

for grantees soon after their being held.

In both cases early evaluation necessitates an underestimation of the impact of the later grants and Convenings on gender equality.

> Because the deadline for this evaluation is too early relative to the issuing of the full portfolio of grants and the completion of the funded work, the evaluation **underestimates the impact** of the later grants and Convenings on gender equality.

RESEARCH DESIGN FOR THIS EVALUATION

A given evaluation may integrate multiple evaluation systems. For an evaluation that covers a broad range of goals such as this evaluation, multiple evaluation systems (or research designs) are necessary (see Figures 3 and 4). The Breakthrough proposal identifies five intended results, each with a set of outputs and outcomes. Some of these outcomes could be measured with descriptive statistics; others required more complex analyses. To see why this is the case, the evaluation framework of this report utilizes the change matrix, introduced above.

RESEARCH QUESTIONS

The five intended results of the MDG3 grant are:

- Intended Result 1: Women's groups working on MDG3 priority areas are stronger and their programs are more sustainable and effective.
- Intended Result 2: Women's groups working on MDG3 priority areas are more vocal and visible to key decision-makers in their communities and countries.
- Intended Result 3: Women's rights activists from particularly marginalized communities have access to greater and more sustained sources of funding.

- Intended Result 4: Within and across regions, women's rights activists are better networked and engage in greater collaboration on agendas that advance MDG3 goals.

- Intended Result 5: Overall donor awareness of the challenges faced and strategies utilized by women's civil society organizations in Asia increases.

These five intended results are assessed in Section III.

In addition to the intended results articulated to the donor, the MDG3 grant enabled the GFW to meet four organizational goals established prior to the grant application and that precipitate the grant application:

- Organizational Goal 1:Accessing large pools of funding in order to enable these larger donors to reach those GFW grantee partners who would not otherwise be able to apply for such sources of funding, that is, alignment of restricted funding;

- Organizational Goal 2: Develop new partnerships for movement building through research for evaluation;

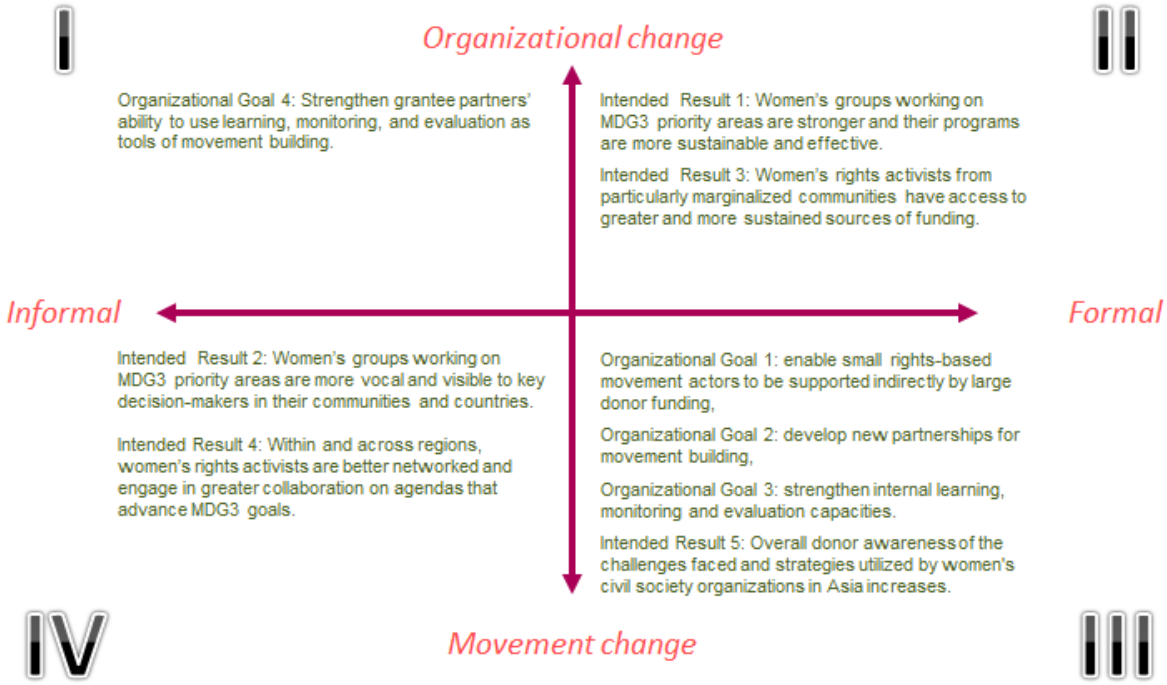
- Organizational Goal 3: Strengthen internal GFW capacity in the area of learning, monitoring and evaluation; and

- Organizational Goal 4: Strengthen grantee partners' ability to use learning, monitoring, and evaluation as tools of movement building.

These organizational goals are assessed in Section VI.

The Global Fund for Women had other organizational goals during this period, not all of which came under the review of this evaluation. However, as can be seen in Figure 3, these organizational goals complement the intended results of the Breakthrough grant. Consequently, through the Breakthrough grant the Global Fund

Figure 3: Global Fund for Women
MDG3 Results and GFW Goals



for Women was able to contribute to all dimensions of women's movements in the Asia-Oceana region from informal to formal change and from individual and organizational change to systematic change.

Finally, the MDG3 grant application used a SMART analysis. A SMART analysis identifies evaluation metrics that are Specific, Measurable, Achievable, Realistic, and Timely. Most of these SMART measures are able to be reported by grantees and

Figure 4: Outputs, outcomes, and impacts of MDG3 results and GFW goals

counted. Figure 4 maps these SMART outputs and the GFW evaluation goals can be mapped in the change matrix.

The matrix illustrates again that the Global Fund for Women's objectives are to create change that is at the organizational and movement level and that is both formal and informal. Although it is most difficult to identify innumerable measures of impact in quadrant IV (the social change quadrant), the SMART measures of Intended results 2 and 4 illustrate social change and the analysis in Sections V and VI give analytical weight to the self-reported observations.

Note, the first quadrant and the second quadrant can often contain many observations of the same "output" or "outcome." From the perspective of any given grantee, the third quadrant necessarily has very few observations. Lots of work can go on, but the impact may be change in one law or less visibly an increased number of allies in the legislature, for example. The key is to be able to learn a lot from examining all aspects of that process.[31] For quadrant IV, there may not be a "sustainable, transformative change" that can be observed within the time frame of the grant period, but rather the grantee must look for indicators of progress toward such transformation.[32] For any given grantee, even when the evidence of political change or social transformation is there, but the number of variable affecting that impact are so numerous as to render empirical claims about the relationship between those variables (some of them being the organizations strategies and actions) and the change may seem spurious. This is commonly thought about as the dilemma of contribution (the organization contributed to the change) or attribution (the organization brought about the change).

Across disciplines – from the study of health to the study of migration – many variables are measured in terms of progress toward an endpoint rather than assessing arrival at an endpoint alone.

However, the problem has another dimension and, unaddressed, this solvable problem leaves a missed opportunity for learning. While at the grantee level there are many important variables that contribute to change, the portfolio as a whole can tell us what variables are consistently important to bringing about impact on gender equality. Ironically, when examined for the purposes of accountability, close examination of an individual organization's impact on social change will always result in a modest claim of

Sections IV and V focus on movement-relevant research questions

[31] (March, Sproull, and Tamuz 1991)

[32] Across disciplines – from the study of health to the study of migration – many variables are measured in terms of progress toward an endpoint rather than assessing arrival at an endpoint alone.

"contribution." Even Leymah Gbowee, Nobel Peace Prize winning leader of the Mass Action for peace in Liberia only claims that she and her organization at the time contributed to change.[33] The import of that movement and what a portfolio approach to evaluating social and political change (in the bottom two quadrants of the change matrix) comes in what they can teach us for all movements. Lessons for women's movements for peace, political participation, economic justice, and against violence against women need to be learned at the movement level. The external evaluator, the GFW A-O Team, and the LME team developed these additional research questions for the evaluation:

- Does the Global Fund for Women's grantmaking process yield grantees that are rights-based organizations?
- What does the analysis of the MDG3 portfolio tell us that might be useful to the Global Fund for Women, grantee partners, other women's movement organizations, and donors about rights-based work and achieving gender equality?
- Did the Breakthrough grant have an impact on gender equity at the global scale?
- What can be learned from this impact for movement organizations and their donors?

Sections IV and V focus on these movement-relevant research questions.

RESEARCH METHODS

This evaluation entails four distinct parts, each corresponding to an evaluation purpose. Each part has an accountability dimension and a learning dimension. A section of the evaluation is devoted to each:

[33] (Gbowee and Mithers 2011)

Audit: Section III. To audit the achievement of the five intended results, which the GFW and the MDG3 donor had determined were important outcomes for gender equality;

Rights-based approach analysis (RBA):

Section IV. To evaluate the MDG3 portfolio as a portfolio of grantee partners utilizing a rights-based approach and to learn insights from that portfolio that may inform the GFW's movement-building initiatives;

Gender equality analysis (GEA):

Section V. Three-part mixed method to assess the MDG3 portfolio for its contribution to gender equality;[34] and

Case study: Section VI. To assess the GFW as a movement-building organization.[35]

Each of these purposes requires different research designs. The Audit and organizational Case Study are the portions of the evaluation that use individual organizational-level analysis to assess accountability and learning. The RBA and GEE use portfolio-level analysis. These portfolio analyses include close evaluation of each individual grantee, but the evaluation's insights for learning are taken from what we can learn *from the portfolio of grantees* about how to have an impact on gender equity. Each research design entailed its own methods.

[34] I would also like to assess of the grantees the grantees as social movement actors. When funded with core support and facing changing social movement conditions, do GFW grantees demonstrate strategic acumen? Preliminary research suggests that this is the case, but I have not had enough time with the final reports and the coding scheme developed with the work and inspiration of Lyndi Hewitt to do this assessment. In addition, there still needs to be further work assessing the rights-based approach variables as measures of strategic acumen.

[35] Does the GFW learn? Does it share its learning with grantee partners and other donors?

III. Audit: assessment of achievement of the intended results

Audit of GFW coded data and analysis

In this Section, I review the intended results as outlined in the initial grant application against the achievements of the grant. A summary document of the intended results, activities, and deviations was prepared by the Global Fund for Women, audited as part of the evaluation, and is included in Appendix - Audited Completed Results and Activities Chart. Additionally, the Global Fund Learning, Monitoring, and Evaluation team prepared descriptive statistics, which were also audited. Additional data were analyzed and finally, the import of the data was interpreted.

Two things make this analysis, based largely on descriptive statistics, possible and meaningful. First, the Global Fund for Women keeps very good data. Most of these data are collected and coded by hand, either in the organization's database or in the case of this grant in a supplementary database. This process is time consuming on a portfolio of this size. Second, the large number of grants in the portfolio give us confidence that the percentages are statistically meaningful (that is, unlikely to have occurred by chance). Descriptive statistics on a smaller portfolio would not give us the same

The Audit shows that GFW met all five grant-defined intended results.

"The flexibility and significance of the general support grant from the Global Fund for Women cannot be overemphasized."
– Leymah Gbowee, Global Fund grantee and recipient of the Nobel Peace Prize.

confidence that we were observing the intended results.

MDG3 Fund Grantmaking Descriptive Statistics

Under the MDG3 grant, the Global Fund for Women awarded $2,215,400 through 147 grants to 125 organizations in 26 countries. Sixty-nine percent of the grants were renewal grants. The oldest organization in the MDG3 portfolio is the Karen Women's Organization, which has been in continuous operation since 1949. The newest is the Women & Child Crisis Center in Tonga, which was founded in late 2009. Although more than $2.2 million was awarded, that constitutes less than half of the $4,756,796 total requested by those approved grantees. The GFW feels this indicates there is untapped capacity amongst the grantee group to achieve deeper impact with greater funding.[36]

> The MDG3 grant portfolio is similar to but not representative of the overall GFW portfolio.

The MDG3 grants were awarded toward three programmatic goals. The breakdown across those goals is as follows:

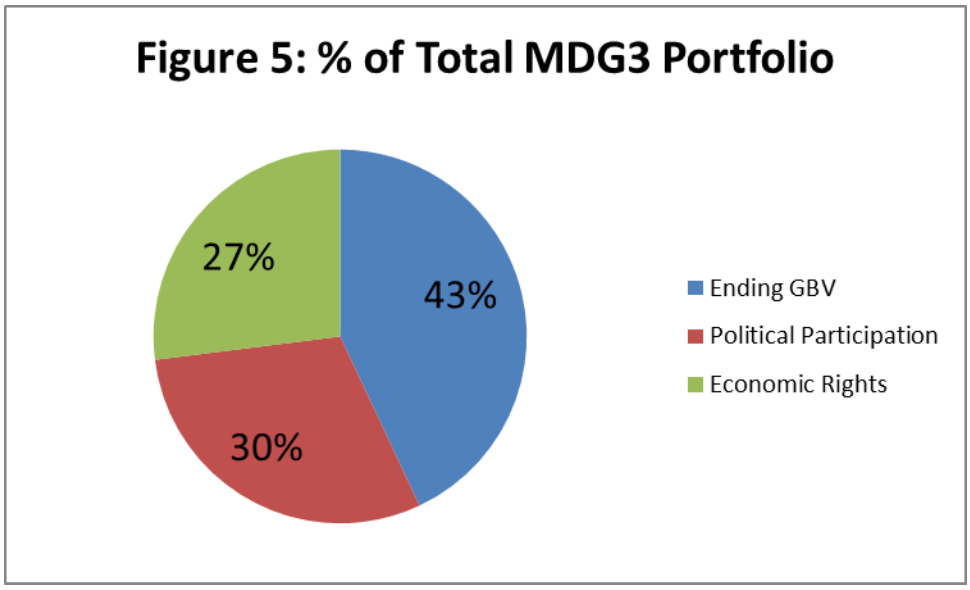
- Ending gender based violence (GBV): 60 grants were made to 54 organizations in 18 countries totaling $957,600 or 43% of the total MDG3 portfolio by dollars awarded. 78% were renewal grants. The median size was $12,000. The average grant size was $15,960. The average organizational age was 14.7 years, and average budget size was $165,889.

- Political Participation: 42 grants to 38 organizations in 17 countries totaling $664,700 or 30% of the total MDG3 portfolio by dollars awarded. 57% were renewal grants. The median grant size was $15,000. The average

[36] Compare this untapped capacity with the untapped potential of European Foundations (Shah, McGill, and Weisblatt 2011).

grant size was $15,826. The average organizational age was 15.9 years, and average budget size was $205,119.

- Economic Rights (Property/Inheritance/Worker's Rights): 45 grants to 39 organizations in 12 countries totaling $593,100 or 27% of the total MDG3 portfolio by dollars awarded. 67% were renewals grants. The median grant size was $12,000. The average grant size was $13,180. The average organizational age was 15.8 years, and average budget size was $109,966.



The MDG3 grant portfolio is similar to but not representative of the overall GFW portfolio. The median MDG3 grant size was $12,000 (average grant size was $15,070). By comparison, the GFW's overall median grant size last fiscal year was $10,000 (and overall average grant size was $14,384), which means MDG3 grantees on average received slightly larger grants than non-MDG3 grantees. The average age of grantee organizations in the MDG3 Fund portfolio was 15.4 years (for GFW's general grantmaking last year, the average age was 14.9 years.) The average budget size of the grantee organizations in the MDG3 Fund portfolio was $160,321 (for GFW's general grantmaking last year, the average budget size was $142,412).

On average the Political Participation and Economic Rights MDG3 grantees are slightly more established grantees than the general portfolio, and the Political Participation and Ending Gender Based Violence grantees are slightly larger.

TABLE 1: SUMMARY OF DESCRIPTIVE STATISTICS

	MDG3	Ending GBV	Political Participation	Economic Rights	GFW Total Portfolio
Number of grants	147	60	42	45	
Number of grantees	125	54	38	39	
Median grant size	$12,000	$12,000	$15,000	$12,000	$10,000
Average grant size	15,070	15,960	15,826	13,180	14,384
Average budget size	$160,321	165,889	205,119	109,966	142,412
Average age	15.4 years	14.7 years	15.9 years	15.8 years	14.9 years

GFW awarded 143 (97% of grants) in core operating support (general support). Four grants were awarded as restricted funding in support of specific travel/convening activities or in the case of one of the grants, for emergency operational costs of a crisis center. However, GFW considered an additional five grants to constitute "Linking Grants" in that while the funding was given for core support, the grantees expected to use the GFW funds primarily for travel, convening, and networking activities. Grantees may apply describing a particular project, but are funded with core support in most cases.

During the MDG3 grant period (December 2008 – December 2011), the GFW awarded a total of 448 grants to 335 organizations in 35 countries across Asia (including Central Asia and the Pacific) totaling $6,075,584. So the MDG3 grant constituted 36% of the total Asia grants during that time period. During the grant period, GFW awarded a total of 1833 grants to 1429 organizations across 137 countries globally totaling $24,959,147. So the MDG3 portfolio accounted for 9% of total grantmaking during that time.

FINDINGS: INTENDED RESULT 1: WOMEN'S GROUPS WORKING ON MDG3 PRIORITY AREAS ARE STRONGER, AND THEIR PROGRAMS ARE MORE SUSTAINABLE AND EFFECTIVE.

a. Percentage of women's groups receiving renewal grants and multiyear grants	69% renewal grants
b. Funded women's groups are able to increase their budget size in a sustainable manner	72% of grantees reported increased organizational budget size. The timing of the evaluation does not enable us to assess the sustainability of this increase.
c. Increasing number of paid staff among women's groups	For 33 organizations we had the same number of staff for two periods during the grant, and for 19 of these the number of staff increased.
d. Stable access to basic infrastructure: office space, electricity, telephone, computers	By providing unrestricted funding, grantees are able to meet their basic infrastructural needs.
e. The Global Fund supports a wide range of women's rights groups, indicated by grants funds awarded to groups representing:	
i. range of organizational budget size	Budgets were as small as $650 and as large as $919,176 (Shaanxi Research Association for Women and Family) and $101,604 (Simorgh Women's Resource and Publication Centre).
ii. multiple levels of operation (local, regional, national)	Grantee partners function at each level, some at more than one.
iii. multiple strategies used	Grantees used multiple strategies and work in all four quadrants of movement activism (see Figure 1).
iv. diverse populations benefiting/involved	The portfolio benefits a diverse population including primarily marginalized groups.

These data provide evidence that, due to the Breakthrough grant, Women's groups working on MDG3 priority areas are stronger and their programs are more sustainable and effective. The research discussed in Section V provides analytical weight to these indicators.

FINDINGS: INTENDED RESULT 2: WOMEN'S GROUPS WORKING ON MDG3 PRIORITY AREAS ARE MORE VOCAL AND VISIBLE TO KEY DECISION-MAKERS IN THEIR COMMUNITIES AND COUNTRIES.

a.	Women's rights groups are able to work jointly with community leaders and members of government, where appropriate	See Section V of this report, particularly the discussion of connected activism, partners and stakeholders
b.	The work of women's rights groups is reported on by local media	
c.	Women's rights groups see an increase in their membership	
d.	Women's networks increase	
e.	Women's rights groups report a greater level of community dialogue about MDG3 issues	

Because grantees work across all four areas of activism described in Figure 1 and because grantees will not always report on these activities in their final reports, we would not expect to be able to provide consistent quantitative evidence for these indicators. However, as is discussed in Section V, the portfolio overall demonstrates a pattern of networking with movement partners (who are understood to be like-minded allies) and government and other stakeholders (who might require a broader skill set of persuasion). As the discussion of connected activism in Section V describes, grantee partners use the right-based approach to build and participate in movement networks.

Some groups were able to work directly in partnership with government and community leaders. For example, Legal Alternatives for Women Center (Philippines) developed a partnership with two women in local government, Governor Gwendolyn Garcia and Provincial Board member Agnes Magpale. Another, Liberal Women's Brain Pool (Mongolia), became the service agency for the government. More interesting than the number of such partnerships is the fact that each is a particularly negotiated partnership with government stakeholders.

Eighty-three organizations provided an account of either media or public attention to their work. These activities vary from being invited to speak on the radio (Kilusan ng Kababaihan sa Kanayunan para sa Kaunlaran, the Philippines) to regular weekly coverage (Lembaga Bantuan Hukum Pemberdayaan Perempuan Indonesia (LBH-P2i), Indonesia). Media attention is one way to strengthen a political action (Figure 1, quadrant III). Media and political attention can also help bring about sustainable transformation in gender norms (Figure 1, quadrant IV). Further evaluation after the grant period would be necessary for assessing the consequences of this attention, which may far outlast the period of the grant.

Many organizations (89) reported increasing their networks and partners. In the case of Jagaran Nepal, the organization was instrumental in creating a new network, the Women in Policy Advocacy Consortium. This network brought a delegation to the Prime Minister and successfully demanded a commitment to ensure women's rights through government policies and gender budgeting. Through another network of 37 women's groups they were active in keeping the constitutional reform on schedule. Forming a network is not the only way to develop networks. Bethune House (Hong Kong) has contributed to the development of a range of migrant workers organizations (see Appendix – Networks for migrant workers spawned by Bethune House (Hong Kong) former residents). As will be described in Section

Grantees work in dynamic social and cultural environments which require adaptability and strategic acumen.

"Major socio-cultural changes are unfolding in GMO project area, posing new challenges to the organization. New technologies and consumer goods are bringing in a consumerist culture that may be out step with GMO's objectives and its groups' focus, strategies and work culture. Although women's empowerment will continue to be the most critical need, strategies may need to change." – Final report, Grameena Mahila Okkuta (GMO), Karnataka, India, $20,000

V, their approach to developing the advocacy skills of their residents enables them to go on to be self-advocates and advocates for other workers.

With the range of support that these organizations receive and the time that it takes to develop such networks, the impact of the MDG3 funding can be seen in its contribution to furthering and strengthening these movements. They have been reliable on-going partners of government, visible and stable agents of social change in their communities, and continuous and reliable partners in these networks. Sustainable transformation toward gender equality requires movement organizations that are positioned to maintain and further these achievements.

FINDINGS: INTENDED RESULT 3: WOMEN'S RIGHTS ACTIVISTS FROM PARTICULARLY MARGINALIZED COMMUNITIES HAVE ACCESS TO GREATER AND MORE SUSTAINED SOURCES OF FUNDING.

a.	Increase in grant funds to women's rights groups representing marginalized demographics, including women in conflict-affected regions and adolescents.	All groups were women-led. 97% of grants were awarded to groups working with marginalized groups, specifically: women and girls in conflict-affected countries (23), adolescents (46), girls (40), older women (7), female head of households (25), domestic workers (17), factory workers, migrant workers (35), sex workers (15), ethnic, cultural & religious minorities (34), indigenous women (23), sexual minorities (12), refugee & internally displaced women (14), rural women (85), widows, women in prisons (2), women living with HIV/AIDS (9), and women with disabilities (10).
b.	Grantees address the needs of and include the target populations in their work (separate indices for each of the target populations, including: women and girls in conflict affected countries , adolescents, and these marginalized groups: girls, older women, female head of households, domestic workers, factory workers, migrant workers, sex workers, ethnic, cultural & religious minorities, indigenous women, sexual minorities, refugee & internally displaced women, rural women, widows, women in prisons, women living with HIV/AIDS, and women with disabilities.)	

The Global Fund for Women is able to prioritize grantee partners that reach particularly marginalized groups because so many marginalized groups experience violations of their economic rights and gender-based violence and are politically

marginalized. For example, those who work in factories are often adolescent girls or women from marginalized communities. Women from marginalized communities often have less secure property rights.

Foreign domestic workers in Malaysia and Hong Kong do not have sufficient legal protections to enable them to defend themselves against physical abuse or non-payment of wages. Both CARAM Asia (Malaysia) and Bethune House (Hong Kong) use strategies that enable workers to understand their own rights and to become self-advocates. Understanding this way of working *more than the fact that the workers are marginalized* is critical for evaluating the potential for these organizations to contribute to gender equality. Migrant domestic workers are vulnerable in their host societies; service provision to these workers without a rights-based approach to developing their ability to be self-advocate will not be conducive to enhancing gender equality. For further discussion see Section V.

FINDINGS: INTENDED RESULT 4: WITHIN AND ACROSS REGIONS, WOMEN'S RIGHTS ACTIVISTS ARE BETTER NETWORKED AND ENGAGE IN GREATER COLLABORATION ON AGENDAS THAT ADVANCE MDG3 GOALS.

a.	The Global Fund hosts Convenings for collaboration and connection between women's rights groups	GFW supported 3 Convenings with 91 participants representing 71 organizations (1 cross-regional in the Philippines in January 2011; 2 national-level in Indonesia in November 2011 and the Philippines in January 2012).
b.	Increase in Global Fund grant funds to allow women's rights activists to participate in national, regional and international forums related to the MDG3 priority areas	The Global Fund made nine grants that were specifically for activists to link with one another, but many grantees developed their networks during the period of the grant.
c.	Women's rights groups report feeling less isolated in their work	71% reported enhanced networks
d.	Women's rights groups have opportunities to connect with and learn from other social movements	This goal is achieved through combination of the Convenings, linking grants and grantee-partners' developing their networks.

Convenings strengthened efforts of grantees to be learning organizations. See discussion of Capacity-building: grantee level capacity building and movement building *in Section VI.*

See further discussion in Section VI.

The kinds of partnerships that organizations developed during the period of the grant varied from task oriented partnerships with government or NGOs to strategic partnerships with related movements such as an environmental movement organization. Some were cross-national such as the partnership that developed among GFW partners (Social Center PARASTOR, Hamdilon, and Bonuvoni Hatlon in Tajikistan). Others were partnerships reaching out across issues as in Urban Poor Women Development (Cambodia) reaching out to join an NGO Education Partnership and the Housing Rights Task Force. In fact, nearly 71% of grantees describe some form of development of their networks. These include networks with what we would characterize as "partners" who share like commitments and with stakeholders who have interests in the issue but with whom alliances may be more strategic than based on shared interests

FINDINGS: INTENDED RESULT 5: OVERALL DONOR AWARENESS OF THE CHALLENGES FACED AND STRATEGIES UTILIZED BY WOMEN'S CIVIL SOCIETY ORGANIZATIONS IN ASIA INCREASES.

a. Support from the Global Fund is leveraged to help women's groups gain access to other donors.	66 final reports mention increased donor sources during the funding period
b. Global Fund grantee groups report attracting funding from multiple sources.	Some groups responded to this question, but as this analysis relies on some progress reports, the reporting is necessarily incomplete.
c. Publication and distribution of impact report (reach of distribution) to donor community and broader public.	This report and a more condensed and less academic version are distributed in the final period of the grant.

SUMMARY FINDINGS

In addition to **meeting all five grant-defined intended results**, the audit also illustrates the **achievement of the first GFW organizational goal** – enable small rights-based movement actors to be supported indirectly by large donor funding – and, through the Convenings, **achievement of the fourth GFW organizational goal** – strengthen grantee partners' ability to use learning, monitoring, and evaluation as tools of movement building. In sum, the audit of the intended results 1-5 shows that the Global Fund for Women's Breakthrough grant has **achieved appropriate outputs on all four quadrants of the change matrix** (recall Figure 3, Section II).

Section IV evaluates whether this portfolio of grants uses a rights-based approach. Sections V and VI assess whether these outputs yield the desired near-term outcomes and longer-term impacts.

IV. Rights-based approach analysis

Assessment of the grantee portfolio based on statistical analysis of coded grant applications (and declines)

As discussed in Section II, changes in gender equality are social changes. Rights-based organizations are designed to foster social, political, and economic change. When conditions create obstacles to that change, rights-based organizations self-reflect and learn; therefore, rights-based organizations have the tools for promoting gender equity and women's empowerment. In order to contribute to MDG3 through its grant making, the Global Fund for Women needs to identify organizations that have a rights-based approach. This means assessing *how they do their work* not what they say about their values or political commitments. Such commitments or the words they choose to describe them may be strategically important, but in the proposal assessment process, the GFW must tell the difference between organizations that work for gender equality with a rights-based approach and those that use the language of rights to describe their work and their values. While we might expect these to go together, neither the

A rights-based approach to movement building and promoting gender equality entails substantive commitments to

1) intersectional analysis,

2) cross-issue awareness,

3) capacity-building,

4) situational analysis, and

5) individual, organizational, and movement level learning

that are reflected in how an organization does its work.

The Rights-Based Approach (RBA) analysis gives us analytical purchase on the assessment of change in the third and fourth quadrants of the change matrix, that is, those that assess systemic level change.

Global Fund, nor the evaluator can assume that they do.

As discussed in Section II and again in Section VI, a rights-based approach to movement building and promoting gender equality has five substantive commitments: to 1) intersectional analysis, 2) cross-issue awareness, 3) capacity-building, 4) situational analysis, and 5) individual, organizational, and movement level learning. A rights-based approach to grant making should identify those organizations that are doing those same things. This means that they 1) analyze the power dynamics in their context that cause some groups or issues to be marginalized, 2) pay attention to the ways in which the issues that are their focus are also related to other issues, 3) work to build the capacity of those they impact so that they can become self-advocates and community advocates who function politically and not just as vulnerable victims, 4) analyze their context in terms of stakeholders who may not share their values, partners who share their values and work in complementary ways, and threats and opportunities created by political, economic, and social conditions, and finally 5) demonstrate being committed to learning by analyzing their own organizational strengths and weaknesses and by developing clear plans and strategies.

The following analysis shows that the Global Fund for Women has a Rights-based approach to grantmaking. It also identifies areas of the rights-based approach where some grantees could use additional support, skill building, or simply encouragement.

RESEARCH QUESTIONS

The research questions were:

- Does the Global Fund for Women grantmaking process yield grantees that are rights-based organizations?

- What does the analysis of the MDG3 portfolio tell us that might be useful to the Global Fund for Women, grantee partners, other women's movement organizations, and donors?

During 2010 and early 2011 we developed the methodology for this evaluation and carried it out in July 2011. These two questions required two methodologies.

RESEARCH DESIGN

In order to assess the first question, we needed to evaluate grantees and declines of the same period. We chose the portfolio of grants to India in 2010. This means that we coded the entire (87) population of India applications received in 2010. This portfolio is not representative of the entire application pool for the region or the MDG3 fund. Rather, this is the entire population of applications from India in 2010 that the A-O team evaluated. The advantage of using this portfolio includes controlling for cross-national variation. Additionally, India 2010 gave us a size of portfolio with adequate variability in the variables which enables statistical analysis. These data were analyzed using regression to assess the GFW's grantmaking.

The second question was answered by analyzing the applications of the entire MDG3 portfolio. This portfolio included 147 grants. In order not to bias the evaluation, we coded only those applications that were complete. That is, we did not code travel or project applications unless they included all of the normal application information. We had 98 such applications ready for coding by June 30, 2010.

Ideally, we would assess grantees' use of a rights-based approach with field visits to every grantee and applicant (or perhaps just a large random sample of the portfolio). However, because that expense would be prohibitive and because the Global Fund for Women keeps their applications, we were able to analyze the entire "population."

Guided by scholarship on rights based movements,[37] we developed a coding scheme of five dimensions of a rights-based approach (RBA) assessed with a total of 10 indicators (see Appendix – Rights-Based Approach Coding Instructions). For both portfolios, proposals were coded along these 10 indicators as either exhibiting (1) or not exhibiting (0) the dimension. In groups of ten, two coders coded each grant. Where there were discrepancies between the coders, the team discussed the differences and refined the code book with examples and clarification of decision rules. When both coders consistently came up with the same codes, we finalized the code book. The portfolio includes 14 grants that were in Russian and these were coded after the codebook was finalized by a GFW staff member on the Europe and Central Asia team. After preliminary coding, we discussed coding questions and she re-coded.

The Global Fund for Women's grant-making process yields a portfolio of grantees that utilized a rights-based approach (RBA) (compared to declines).

The data were analyzed with descriptive statistics and cross-tabulations and the results are reported in Tables 2 and 3. Note, that because we are analyzing the entire portfolio, this statistical analysis does not rely on the probability that the applications being analyzed are representative of the portfolio. In the case of the India 2010 and the MDG3 portfolios, with the exceptions already noted, we are analyzing the entire portfolio (*not just a sample*) and therefore the relationships reported here are not merely probably but actual patterns in the portfolio. Therefore, I do not report confidence intervals.

FINDINGS: DOES THE GLOBAL FUND FOR WOMEN GRANTMAKING PROCESS YIELD GRANTEES THAT ARE RIGHTS-BASED ORGANIZATIONS?

The Global Fund for Women grantmaking process yield grantees that are rights-based organizations. From the analysis of the India 2010 portfolio, we see that GFW

[37] (Ackerly 2009)

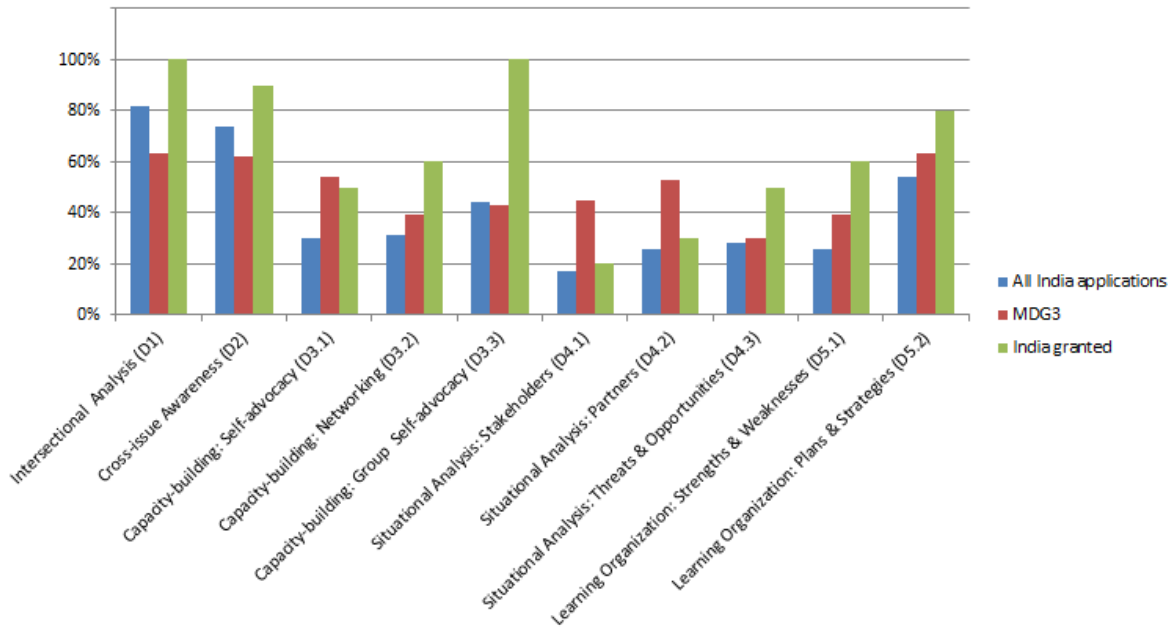
grantees are more likely to have a rights-based approach than declined applicants (compare the first two columns of Table 2). Many applicants exhibit intersectional analysis and cross-issue awareness. The A-O team's efforts to identify grantees that are using a rights-based approach means that they pay attention to the other three measures of a rights-based approach as well.

TABLE 2: SUMMARY OF RIGHTS-BASED APPROACH INDICATORS

	All India applications	India granted	MDG3
Average Score	4	6	5
Intersectional Analysis (D1)	82%	100%	63%
Cross-issue Awareness (D2)	74%	90%	62%
Capacity-building: Self-advocacy (D3.1)	30%	50%	54%
Capacity-building: Networking (D3.2)	31%	60%	39%
Capacity-building: Group Self-advocacy (D3.3)	44%	100%	43%
Situational Analysis: Stakeholders (D4.1)	17%	20%	45%
Situational Analysis: Partners (D4.2)	26%	30%	53%
Situational Analysis: Threats & Opportunities (D4.3)	28%	50%	30%
Learning Organization: Strengths & Weaknesses (D5.1)	26%	60%	39%
Learning Organization: Plans & Strategies (D5.2)	54%	80%	63%

Additionally, from the comparison in Table 2 (and Figure 5), we can see that not all portfolios are the same. The India portfolio of 2010 scores better than the overall MDG3 portfolio. This is as expected. India has a developed women's movement and so we would expect to see women's organizations that apply to the GFW to be relatively more experienced in their use of the rights-based approach than women's organizations across the region which includes countries with much more political repression of women's activism.

FIGURE 6: COMPARISON OF RIGHTS-BASED APPROACH INDICATORS



FINDINGS: WHAT DOES THE ANALYSIS OF THE MDG3 PORTFOLIO TELL US THAT MIGHT BE USEFUL TO THE GLOBAL FUND FOR WOMEN, GRANTEE PARTNERS, OTHER WOMEN'S MOVEMENT ORGANIZATIONS, AND DONORS?

The Global Fund for Women does not fund organizations that do not have a rights-based approach in their work. They fund organizations that demonstrate some dimensions of a rights-based approach. Further over their time as Global Fund Grantees, organizations develop other aspects of a rights-based approach.

The development in the rights-based approach is attributable in part to being a GFW grantee and is not correlated with organizational maturity. Looking at the population of applications (declines and accepts in the India 2010 portfolio), we see that the rights approach does not privilege older organizations. Those organizations that were

No single dimension of the RBA is a proxy for the others. The grant-making process cannot be streamlined by focusing on one variable.

Grantees score higher than declines an each measure of the RBA except intersectional analysis.

founded less than five years prior to the application did not score as high as those that were founded later than that. However, beyond five years since founding, organizations were just as likely to use a rights-based approach, but GFW grantees *more likely* than applicants who were declined.

> While there is significant variability in *which* aspects of a rights-based approach shine in any given grant application, across the portfolio of grants and declines, the grantees demonstrate more dimensions of a rights-based approach.

However, although the number of years since an organization's founding was not associated with a RBA, organizational maturity is associated with the particular dimension of capacity building. That means that over time, organizations improve their strategies for promoting self-advocacy, community advocacy, and networking – whether or not they are GFW grantees. As we will see in the cross-tabulation analysis, GFW grantees who demonstrate certain dimensions are likely to have or to develop certain other dimensions. This suggests not only that the GFW selects those using a RBA but also that those who they select further develop their RBA while being grantees.

> The rights-based approach is not stronger in any one thematic area.

No single dimension of the RBA is a proxy for the others. The grant-making process cannot be streamlined by focusing on one variable. Grantees score higher than declines on each measure of the RBA, with particular strengths in cross-issue awareness, capacity building, self-advocacy, and group advocacy, organizational strengths and weaknesses, and plans and strategies.

The analysis did not yield many associations between organizational variables and the use of the rights-based approach, that is, the RBA can be seen across the portfolio by nation, issue area, etc. However, it is interesting to note that organizations working in the area of economic justice generally were more likely to have a rights-

based approach. As will be discussed in Section V, much activism for economic justice lends itself to connected activism among a range of local and global actors. Such networks may provide support for gender based violence and political participation, but both of these areas of activism are subject to accusations of being influenced by "foreign" culture or "foreign" political actors. While work for social change in economic justice can be supported by having networks of connected activism and by strategizing in collaboration with these networks, in the case of the other two issue areas such strategizing can cause a local backlash. Networks and stakeholders have to be more cautiously cultivated…and such local networks and stakeholders may be quite resistant to collaboration because local social and political power is at stake.

Of interest to donors and women's movement actors more generally are the findings that reveal the relationships among the various aspects of a rights-based approach. These correlations confirm some of what we know about how the rights-based approach to movement building works and invite us to think further about how to support that work. Table 3 presents the bivariate correlations among RBA indicators. It shows us which factors commonly appear in combination with which other individual factors. To make the table more easily read, it includes only those numbers that indicate an interesting relationship.

As the theory would predict, many of aspects of the RBA are correlated with each other. Table 3 highlights those relationships that maybe interesting for the Global Fund for Women, grantee partners, other women's movement organizations, and donors. It shows that those organizations that are good at intersectional analysis are also good at cross-issue awareness (.676). Those organizations that have developed ways of promoting individual self-advocacy are also good at cultivating group self-advocacy (.337). Further, group self-advocacy and networking are (perhaps as expected) highly correlated (.394). In the remainder of this Section, I discuss some findings that may not be surprising to those who work in the field, but that affirm with a portfolio

analysis, the relationships between skills that without such analysis would have to be observed in the field.

TABLE 3: SELECTED BIVARIATE CORRELATIONS OF RBA INDICATORS

	Intersectional Analysis (D1)	Cross-issue Awareness (D2)	Capacity-building: Self-advocacy (D3.1)	Capacity-building: Networking (D3.2)	Capacity-building: Group Self-advocacy (D3.3)	Situational Analysis: Stakeholders (D4.1)	Situational Analysis: Partners (D4.2)	Learning Org.: Strengths & Weaknesses (D5.1)
Cross-issue Awareness (D2)	.676							
Capacity-building: Self-advocacy (D3.1)		.301						
Capacity-building: Group Self-advocacy (D3.3)			.337	.394				
Situational Analysis: Stakeholders (D4.1)				.309	.461			
Situational Analysis: Partners (D4.2)		.326			.355	.355		
Learning Organization: Strengths & Weaknesses (D5.1)						.487		
Learning Organization: Plans & Strategies (D5.2)	.305	.374				.349	.348	.476

If r = +.70 or higher Very strong positive relationship
+.40 to +.69 Strong positive relationship
+.30 to +.39 Moderate positive relationship
+.20 to +.29 weak positive relationship
+.01 to +.19 No or negligible relationship

-.01 to -.19 No or negligible relationship
-.20 to -.29 weak negative relationship
-.30 to -.39 Moderate negative relationship
-.40 to -.69 Strong negative relationship
-.70 or higher Very strong negative relationship

Some of these findings are important even if not surprising:

- Intersectional analysis often makes organizations aware of how issues are connected or working on connected issues requires organizations to (the relationship in Table 2 D1-2 .676).

- Intersectional analysis informs organizational planning and strategy (D1-5.2 .305).

- Cross-issue awareness often requires institutional partners and therefore those organizations with cross-issue awareness tend to develop such partners (D2-4.2 .326).

- Fostering individual self-advocacy on issues leads to the need for individuals to advocate for groups who have the same issues and therefore those organizations that promote self-advocacy also promote group advocacy (D3.1-3.3 .337).

- Networking is a tool for developing the ability to advocate for one's group. Therefore those organizations that develop group advocacy would often help people develop their networking skills too (D3.2-3.3 .394).

- In the process of developing communities' networks an organization also develops its awareness of the stakeholders of its issues and therefore as expected we see organizations often have both of these skills (D3.2-4.1 .309).

- Similarly, in the process of developing communities' ability to be advocates for themselves, an organization also develops its own situational analysis as evidence in its awareness of its stakeholders (D3.3-4.1 .461) and its awareness of its own potential partners (D3.3-4.2 .355).

- Because these are both measures of situational analysis, if an organization knows its stakeholders, it probably knows its partners (D4.1-4.2 .355). However, as we saw in Table 1 and will see in the analysis of the final reports in Section V shows, organizations are better at identifying partners than they are at thinking strategically about stakeholders.

- Organizations that have thought about their stakeholders, have often thought about how to confront them and their own organizational strengths and weaknesses for doing so (D4.1-5.1 .487).

- Organizations that have thought about stakeholders are often the organizations that have thought about how to confront them and therefore assessed their own organizational strengths and weaknesses for doing so (D4.1-5.2 .349). However, as we see in Table 1 and will see in Section V, assessing organizational strengths and weaknesses as well as opportunities and threats are the areas of the rights-based approach least visible in the applications and final reports. There is some indication from site visits to select grantees that these are analysis that organizations do (the presumption is they just are not revealing these analyses in their applications and final reports), but there is also evidence from the Convenings that organizations could strengthen their skills of organizational self-assessment. While donors often support evaluation of programs, they rarely fund the time necessary for organizational self-assessment.

  Organizational self-assessment is clearly one opportunity for enhancing investment in women's movement organizations and their ability to promote gender equality.

- Organizations that have thought about their potential partners have often thought about how to work with them and therefore have developed plans and strategies. Likewise, those organizations that develop clear plans and strategies often identify potential partners in the process (D4.2-5.2 .348).

- Additionally, Organizations that have thought about their plans and strategies, are more likely to have thought about their organizational strengths and weaknesses for meeting them. And if they have thought about their organizational strengths and weaknesses, they are more likely to have developed plans and strategies for confronting these (D5.1-5.2 .476).

Less obvious, but quite interesting findings from this analysis provoke interesting questions.

- Why does being aware of the connection across issues go along with a program design that fosters self-advocacy (D2-3.1 .301)?

- Why does cross-issue awareness goes along with planning and strategizing (D2-5.2 .374)?

These finding may offer insights on how to leverage one organizational strength which is relatively more common among grantees (62%) for developing other skills such as self-advocacy strategies and planning and strategizing, but also possibly for developing the skills of partner and stakeholder analysis as well as analysis of organizational strengths, weaknesses, opportunities, and threats.

As Figure 5 shows, there are strengths and weaknesses across the portfolio. Further, this figure shows that there are relative strengths in India that differ from the relative strengths in the portfolio overall. With this analysis, disaggregated by country, issue area, or other criteria, the GFW may be able to identify areas where targeted support for one aspect of the rights-based approach or another for a particular subset of grantees could enable them to leverage existing skills in order to enhance their contribution to gender equality. Section V describes the ways in which each of these skill sets contributes to impact for gender equality.

FINDINGS: IMPLICATIONS FOR GRANTMAKING

No single dimension of the RBA is a proxy for the others.[38] The grantmaking process cannot be streamlined by focusing on one variable. Interestingly, most applications exhibited intersectional analysis indicating that this has become a broadly internalized norm. This is an interesting finding because for many movements "intersectionality" means merely including categories of marginalized people in the beneficiary pool. In contexts where we know from experience which groups tend to be excluded, for example ethnic minorities, indigenous people, adolescent girls, people with disabilities, it can seem to make sense to rely on descriptive intersectionality. However, for women's movements, such simple metrics are less useful because they may leave unexamined the ways in which particular forces combine to render some groups of women and girls less visible to other movement actors and their donors. Recognizing that analyzing intersectional forces is more demanding and requires understanding the political dynamics that link the fates of various categories of people and render certain categories of people *particularly* vulnerable, it is not surprising that this more demanding strategy yields a portfolio of grantees contributing to gender equality in a range of ways. In the next Section we review some of these.

The consistent pattern of the GFW's grantee partners' demonstrating their use of strategies known to enhance gender equity and women's rights provides strong evidence that the GFW grantmaking process generates a portfolio of grantees who can contribute to improving gender equity

[38] Based on statistical analysis of the portfolio. The dimensions are intersectional analysis, cross-issue awareness, capacity building, situational analysis, learning organization.

CONCLUSION

In sum, the Rights-Based Approach analysis gives us analytical purchase on the assessment of change in the third and fourth quadrants of the change matrix, that is, those that assess systemic level change. While the account of any particular grantee's work might be characterized as "anecdotal," the consistent pattern of the GFW's grantee partners' demonstrating their use of strategies known to enhance gender equity and women's rights provides strong evidence that the GFW grantmaking process generates a portfolio of grantees who can contribute to improving gender equity. However, two other pieces of this evaluation illustrate that and how this portfolio of grantees actually did contribute to gender equity during the grant period. In Section V a mixed method Gender Equity Analysis shows that Global Fund grantees had strategic acumen and used it to enhance gender equality, and Section VI shows the role of the Global Fund for Women's grantmaking and related activities in contributing to the impact of the grantees on gender equity.

V. Gender Equality Analysis: assessment of the grantee achievements during the grant period

Assessment of grantee performance based on mixed method methodology including statistical description of the portfolio, close reading and coding of Final Reports, field visits to some grantees, in depth research on the global political, social, and economic context of one grantee, analysis and exposition of analysis through highlighting of select illustrative examples.

In order to assess changes in gender equity, especially changes that differ across context, it may seem that analysis must rely on varied anecdotal evidence. In fact, at a meeting of recipients funding to promote the Millennium Development Goal of Gender Equality, the donor, evaluators, and grantees agreed to collect "nuggets" or "stories" that illustrate improvements in gender equality supported by the grant. However, while stories can make vivid the dynamics at work in the struggles for gender equality and they can make vivid the meaning of these struggles and their rewards in the lives of real people, alone anecdotal evidence make even those who offer it wonder if are "larger" meanings to these incidents. Single stories may be quite vivid, but may also give the impression that they are isolated incidents. Such stories are the bedrock of understanding the meaning of work for gender equality, but by focusing on individual stories without the patterns of activism that they

Two trends are discouraging good evaluation:

1) the focus on "exceptional" individual successes that tell a gripping story and

2) the privileging of accountability over learning in the budgeting for evaluation and learning processes.

Neither can demonstrate achievements in gender equality.

Without an understanding of the globalization of gender injustice and its underlying political economy, "culture" amorphous and static becomes the enemy and single acts of charity the solution.

consistently demonstrate, women's movements can ironically become less visible actors in the achievements of gender equality.

A couple of trends in gender and human rights encourage the focus on individual illustrations and at the same time render less visible the strength of the women's movement and their allies. One trend is that encouraged by the broad circulation and discussion of Nicholas Kristof and Sheila WuDunn's *Half the Sky*. This book describes social, political, and economic rights violations of women and girls. It does so without a political and economic analysis, but focusing rather on the cultural dimensions of gender injustice. Without an understanding of the globalization of gender injustice and its underlying political economy, "culture" amorphous and static becomes the enemy and single acts of charity the solution.[39] However, as the book illustrates single acts of charity are rarely effective. Occasionally, the book recognizes the work of social movement organizations – like the Self-Employed Women's Association of India – but mischaracterizes their work as social service provision and so misunderstands why it works. There are even references to Global Fund for Women grantees, but for all of its focus on the global crisis in women's human rights, its collective effect is to render invisible the social movements women are leading to address the crisis.

The achievements of the women's movement happen organization by organization; however, the learning of the women's movement cannot be realized organization by organization.

A second trend is based on a

[39] (Kristof and WuDunn 2009)

misinterpretation of a problem in the field of *evaluation* for social change as a problem with women's movement activism or with their donors.[40] If donors (and former donors to women's movement organizations) don't know what women's movements have learned from the last 30 years of activism, this reflects a problem with systems of evaluation and learning and the ways in which evaluation has been supported. In the field of women's human rights, evaluation has been chronically underfunded and driven by values that exhibit either a concern with accountability or a desire to appeal for additional support. While both of these are legitimate goals, they are not *learning* goals. The fact that funding for evaluation has focused on these two goals has meant that *learning for the movement* has not been a priority of donors. Moreover, the fact that there are few evaluations that demonstrate the learning of women's movements over the last decades does not mean that no learning has taken place, but rather that the study of and dissemination of that learning has not been funded, either in the evaluation industry or in academe. It is possible to do such research, but women's movement organizations under financial and political pressure will prioritize their learning around insights relevant to their particular movements and organizational goals.

As we saw in Section IV, many grantees exhibit the qualities of a learning organization. Moreover, a group of long-term GFW grantees are key actors in the learning of women's movements, including APWLD, WLB, and ISIS, aspects of whose work are specifically mentioned elsewhere in this report. However, learning at the scale of the *global* women's movement cannot be expected to happen grantee by grantee. We need some analytical tools that enable us to understand the patterns and import of these individual "nuggets" or stories. The purpose of funding the Global Fund for Women was not to let "a hundred flowers bloom" only to kill them off at the next revolution in funding priorities, but rather to promote gender equity on a global scale. In this case the scale is not global, but it might as well be because the scale of impact across Asia-

[40] Others have identified this problem. See (Batliwala 2006; Batliwala and Pittman 2010; Holland and Sheppard 2011)

The history of the phrase "let a hundred flowers bloom" seems to be forgotten by those who evoke it as a strategy for encouraging new ideas.

"Letting a hundred flowers blossom and a hundred schools of thought contend is the policy for promoting progress in the arts and the sciences and a flourishing socialist culture in our land."
-- Chairman Mao Zedong February 1957, announcing a policy of open political criticism which was followed by a period of repression which included the execution of some of the voices who spoke out.

This history suggests that it is not an appropriate metaphor for social movements

Oceania from Central Asia to the Pacific Ocean and the political economy of this region are global.

RESEARCH QUESTIONS

The research questions were:

- Did the Breakthrough grant have an impact on gender equity at the global scale?
- What can be learned from this impact for movement organizations and their donors?

RESEARCH DESIGN

As we saw in Section II (see Figure 2), one way to conceptualize the kinds of change necessary for gender equity is to map these on a matrix of two scales: informal to formal and organizational to systemic. The challenge, as noted by the references to evaluation in purple in Figure 2, is that evaluation in each quadrant may require different data and different analysis. This evaluation developed a mechanism for integrating these.

The Gender Equality Analysis of this Section of the report uses a portfolio approach to provide learning for the *global women's movement* about promoting gender equality through grantmaking, (outputs, outcomes,) and impacts across all dimensions in the quadrant. As with the Rights-based approach, the Gender Equity Analysis

aggregates from the individual grantee experience to the portfolio level. The data then indicate which cases are important for in depth analysis. These examples illustrate the processes at work in bringing about systemic transformative and sustainable change in both *formal* political institutions and *informal* values, practices, norms and behaviors.

This portion of the evaluation uses three sources of data to evaluate the contribution of GFW's MDG3 grantees to gender equality in the Asia-Oceania region during the period of the Breakthrough grant. The final reports are analyzed individually for particular data. As reported in Section III, the Global Fund for Women provided the data on the SMART indicators. These data from the Final Reports were then audited and each Final Report analyzed for evidence of five measures of strategic action. These measures of strategic action were developed in collaboration with Lyndi Hewitt and draw on social movements literature primarily in Sociology to identify those actions we would expect to see of strategic actors. Strategic action is the result of the conceptual ability to think through and act on political opportunities combined with the resource and reputational capacities to do so. These include the *ability* to think strategically (strategic acumen) and the *capacity* to think strategically

Global Fund for Women grantees work in dynamic often deadly contexts. The research design for evaluation relies on measures of organizational efficacy not stability in the organizations environment.

"Natural disasters like typhoons are a common hindrance to our work. When there is typhoon, it causes closure of roads and pathways due to erosions, landslides, floods and strong current in rivers to cross in going from village to village. When this happens, volunteer staff cannot travel to and from villages to train, monitor or conduct meetings with members. Another major event that affected our work were tribal conflicts among the villages we are working for and or neighboring villages. When there is tribal wars, no one is allowed to enter or leave the village and this can last for a month before the movement ban is lifted."
– Final Report, Light House Philippines

measured by ideological and strategic autonomy from internal (government or social) or external (donor, women's movement) pressures; continuity, sustainability, and credibility of the organization; linkages with other movement actors and connected activism with partners and stakeholders; impact; and financial responsibility. (See Appendix - Index of strategic action for gender equality).

Grantees that scored high on the rights-based approach were more likely to have articulated a gender equality achievement.

The GEA analysis compares applications and expectations of gender equality impact based on the rights-based approach exhibited in the application (proposal) with the strategies and impacts conveyed in the final reports. Because the time frame of this evaluation falls within the grant period of the grantees, a full statistical analysis of the portfolio is not possible. However, these coding schemes do enable the identification of patterns in the data. These patterns suggest that a rights-based approach (particularly use of partners and stakeholders) is conducive to demonstrated strategic action and achievements in gender equality and these are explored with the other two methods.

Second, the GEA integrates this portfolio analysis with a review of select final reports that illustrate the kinds of contributions to gender equality grantees identify as important in their work. Because the processes of social and political change are so important, this analysis is important for this evaluation to be a resource to donors and to women's movement organizations' learning about strategies for promoting gender equality. Not incidentally, those Final Reports that provide accounts of strategic action are often those that include comprehensible and meaningful evidence of improved gender equality.

Grantees that identified partner or stakeholder analysis in the application were more likely to demonstrate a strategic achievement in gender equality.

Third, field work and additional research on

some of the movements in which the grantee were engaged provide knowledge about their work of which even the grantees may not have been aware.

FINDINGS: ACHIEVEMENTS IN GENDER EQUITY

The Gender Equality Analysis shows that achievements in gender equity are measured variously by each grantee and take place in all quadrants of the change matrix (see Figure 1, Section II). Although not all grantees reported such achievements, the analysis of these varied achievements against the patterns in the rights-based approach and strategic action of the grantees that do.

The following patterns emerge from these data:

- grantees that scored high on the rights-based approach were more likely to have articulated a gender equality achievement,
- those that exhibited partner or stakeholder analysis in the application were more likely to demonstrate a strategic achievement in gender equality, and
- those who demonstrated a strategic achievement (whether or not they identified partner or stakeholder analysis in the application) exhibited significant partnering and stakeholder collaboration.

Grantees who demonstrated a strategic achievement (whether or not they identified partner or stakeholder analysis in the application) exhibited significant partnering and stakeholder collaboration.

Together these findings indicate that *connected activism* is an important tool for gender equality. Further analysis would be necessary to determine whether connected activism is more predominant in one issue area or another.

ILLUSTRATIONS OF CONNECTED ACTIVISM FOR STRATEGIC ACTION

There are examples of connected activism being successful in all issue areas.

For example, Action for REACH OUT (Hong Kong, US$15,000) describes how they turned a recent event into an opportunity to develop strategic partnerships.

> "Recently sex work and sex workers have been a popular topic for magazines and newspapers. Two local magazines secretly took pictures of sex workers and published them in their issues in Aug. These photos were widely published and unfortunately most of them were little or not at all processed which clearly showed the faces of the sex workers."

In response to the incident, Action for REACH OUT worked more closely with other sex workers support groups in Hong Kong.

> "On 4 August, 2011, AFRO, together with JJJ Association, Zi Teng, Teen's Key and Midnight Blue, held a joint press conference, to condemn the two magazines for abusing sex workers' privacy. We also protested against one of the magazines for its highly disrespectful choice of words. 10 sex workers attended the press conference that day and responded to the incident. We consider the cooperation among the various groups very successful and look forward to fostering a stronger alliance in the future."

Action for REACH OUT scored 8 on the RBA analysis and with their only deficiencies being in Threats and Opportunities and Strengths and Weaknesses. They clearly exhibit strengths – for example, in being able to respond to a political opportunity – but this self-analysis did not come through explicitly in their application.

The Association of Defense for Women Rights (ADWRO) (Afghanistan US$22,000) received a grant which was used across four areas of activity – rights of people with blindness, women's and girls' rights training, a publication on the topic, and their events and networking associated with international women's day. In addition they had 6 other funded projects each with a different donor. The range of challenges in Afghanistan and the breadth of the donor driven agendas make it difficult

for ADWRO to have the kind of coherent strategy that a social movements scholar would like to see such an organization articulate. And yet, ADWRO has articulated such an over-arching strategy:

> "Since women did not have the equal rights with men in Afghanistan and were marginalized during more than two decades, therefore, ADWRO developed its gender policy considering positive discrimination, following up Women's Affairs Ministry policy. Furthermore, the activities of ADWRO during last year supported the National Action Plan for the Women of Afghanistan, approved in May 2008, which outlines a plan for empowering women and advancing gender equality through a focus on six core areas critical to accelerating improvements in the status of Afghan women. The six areas are: (1) security, (2) legal protection and human rights, (3) leadership and political participation, (4) economy, work and poverty, (5) health, and (6) education."

The National Action Plan for the Women of Afghanistan is fragmented into six areas. As women's movements saw in the decade following the Beijing Platform for Action, this can foster donors and social movement organizations to focus on one aspect or another of such an agenda. ADWRO has not let these issue areas force them to abandon an intersectional approach and the unrestricted funds of the Breakthrough grant enabled them to play a visible role in these goals through the publication and international women's day, but also to make sure that women with blindness do not get left out of the progress toward gender equality.

ILLUSTRATIONS OF CONNECTED ACTIVISM IN A CHANGING POLITICAL ENVIRONMENT

Many GFW grantees, like ADWRO, are spread thin with a broad range of activities. Some are better than others at articulating the narrative among them. For some the connection is made with reference to a strategy of networking and developing partnerships. For others the range is best understood as illustrating their strategic

acumen in a difficult political environment. As the political environment changes, GFW grantees need to shift gears to defend against new threats to gender equality or to take advantage of new opportunities.

For example, Kababaihan-Pilipinas (KP) (Philippines US$ 8,000), was a leader in the campaign for the Comprehensive Agrarian Reform Program Extension with Reform (CARPER). The original CARP legislation included land redistribution and thus was opposed by landowners. The Catholic Church and popular movement organizations worked for the CARP extension. One of the achievements of the extension is the "explicit integration of the peasant women's equal entitlement to own a piece of land, equal rights to support services among others which were particularly pushed by the rural women's movement including Kababaihan-Pilipinas."

One of the CARPER marches towards the Senate together with the Catholic church people & support groups.

While the passing of such a law may seem like a measurable achievement toward gender equality, KP recognized immediately,

> "How to ensure its implementation now that the law is already passed with the explicit provision of equal rights for women farmers is the biggest challenge at this point. As already proven in the context of the Philippines, existence of the law itself is not necessarily equated to its implementation. the women's movement should continue to pressure the

government to be able to make it materialize. But surely, if the program will be implemented seriously and accordingly, this could lead to uplift the women's economic position and empowerment."

This concern illustrates KP's strategic thinking. But strategic thinking without the networks and ability to bring about change is meaningless. Because of their networks and legitimacy, KP brought their strategic thinking to local conferences on climate change following the destruction of typhoons in 2008. These were led by the Climate Change Commission of the Philippines (CCCP) organized by the civil society groups, the church and the Department of Environment and Natural Resources (DENR); Department of Agriculture (DA), Department of Social Welfare and Development (DSWD) and other agencies including the Local government units (LGUs).

It is not a surprise that an organization that has achieved so much scored well (7) on the RBA coding of their application. Interestingly enough, the deficiencies in the application – an inadequate account of promoting the self-advocacy of "beneficiaries," of promoting the group self-advocacy of "beneficiaries," and of situational analysis regarding partners – were not evident in the final report. KP is clearly involved in some service provision, but they are also clearly an organization that uses a rights-based approach in its capacity building and situational analyses.

If we want to learn from the MDG3 grant insights that can inform women's movements and their donors, we need to have access to more thorough research into the processes that inform social change.

Across the portfolio, grantees demonstrate using service provision as a means of gathering statistical and anecdotal data that enhance their ability to make arguments for transformative social change toward gender equality. These can be useful in securing media coverage (66% of grantees report coverage by local media); they can also be useful in in building aligned activism or developing partnerships.

Of course a full understanding of how KP or GFW grantee cannot be gleaned from an application and a final report. These are the tools of grantmaking. And these are the tools of evaluation. However, if we want to *learn* from the MDG3 grant insights that can inform women's movements and their donors, we need to have access to more thorough research into the processes that inform social change. As mentioned at the outset, the GEA is based on that social science research, which includes research that follows social movements and social movement organizations over long periods of time,[41] at their founding,[42] and that compares them.[43] This literature analyzes their strategies[44] and the particular strategies and challenges for gender in social movements.[45] In order to understand the processes by which *these grantees* contribute to gender equality and perhaps to *contribute to* our understandings of social movements for gender equality, we need to be able to look more closely and thoroughly and individual organizations and movements.

For example, CARAM Asia (#09-39161 us$ 20,000, Malaysia) networked with partners (other domestic workers organizations) and stakeholders (unions, government actors) to try to influence the ILO Convention for domestic workers. In their final report they mention many of these partners. However, this movement is a global movement and CARAM Asia cannot be expected to know the role of industrial unions in the United States, United Kingdom, and Europe in supporting the ILO "Convention Concerning Decent Work for Domestic Workers." In addition, they cannot be expected to know that fellow MDG3 grantees were also working on the ILO Convention, Kababaihan-Pilipinas (KP) (Philippines, US$ 8,000), MITR SANKETA (Bangalore, India US$9,000), National Domestic Workers' Welfare Trust (Mumbai, India, US$20,000), Dabindu Collective (Katunayake, Sri Lanka, US$ 15,000), Community Development

[41] For example (Smith 1997)
[42] For example, (Roth 2004; Hewitt and McCammon 2004)
[43] For example, (Weldon 2006)
[44] For example, (Joachim 2003)
[45] (Joachim 2003; Taylor 1999; Walby 2002)

Services (Rajagiriya, Sri Lanka, US$ 5000), Asian Migrant Centre (Hong Kong, US$ 10,000), Migrant Forum in Asia (Philippines, US$18,000). Other grantees received funding support from the ILO for other aspects of their work: National Center Against Violence (Mongolia, US$ 60,000) and Cambodia Women's Movement Organization (CWMO) (Cambodia, US$9,000).

Connected activism includes acting strategically with partners and stakeholders, but for many issues systemic change will occur in connected activism with actors who are not in sight of any particular actor and no actor is aware of all of the actors involved in the movement. By strengthening partner and stakeholder analysis, grantees are able to participate in connected activism regardless of how broad their lens on who is in the network of connected activism.

There is another way in which grantees spawn connected activism that is not visible in the final report. For example, Bethune House (Hong Kong) has contributed to the development of a range of migrant workers organizations (see Appendix – Networks for migrant workers spawned by Bethune House (Hong Kong) former residents).

This connected activism is visible in the outcomes and impacts of social change work.

FINDINGS: FACTORS THAT CONTRIBUTE TO STRATEGIC ACTION AND GENDER EQUALITY

THE IMPORTANCE OF PARTNERS

Partners are movement actors who share an organization's values and who work in complementary ways; these may be women's or other movement organizations. For example, many workers organization work in partnership across regions and even nations to support the Asian floor wage, the ILO convention on domestic workers, or the rights of foreign or migrant domestic workers. In 48% of Final Reports (71% of

grantees), grantees specifically mentioned improvements in their networks. The GEA portfolio analysis shows that these grantees are more likely to demonstrate achievements in gender equality. The portfolio analysis illustrates that identifying and networking with partners are often part of the strategies associated with achievements for gender equity.

THE IMPORTANCE OF STAKEHOLDERS

Stakeholders may or may not be movement actors. They may or may not share the values of women's movement organizations. Stakeholders are, however, essential actors in bringing about formal and informal systemic level change. They may include government actors, donors, extra-feminist and women's movement actors. The portfolio analysis of the applications of all MDG3 grantees and the final reports from grantees who had more than one MDG3 funded grant confirms that grantees improved their stakeholder analysis of the period.[46]

However, analysis of both applications and final reports

Grantee AMC worked in close partnership key trade unions and labour groups, including Hong Kong Confederation of Trade Unions (HKCTU), International Domestic Workers Network (IDWN), Global Network Asia-Pacific, Alliance of Progressive Labor (SPL) and the Technical Working Group (Philippines), International Trade Union Confederation (ITUC) and the global union federations. When the ILO approved Convention 189 on the rights of domestic workers by 396 votes in favor, 16 against and 63 bstentions. Now they need to work to implement Convention 189 in their countries. Asian Migrant Centre (AMC), Hong Kong

[46] Based on statistical analysis of the portfolio.

"About 65% of community leaders are able to use the leadership skills for community facilitation and negotiation with stakeholders to solve their problems. The community used the opportunity of this initiative to support the mobilization of members to put their agenda for submitting to the local government in order for them to respond to their issues. About 45% of the women are more confident to talk about community issues in front of local government and other stakeholders during the meeting or forum. The local government also has more recognition of the women's work and [gives] more opportunity for the women to talk and to resolve the problems.

-- Final report, Urban Poor Women Development (UPWD), Phnom Penh, Cambodia
This quote illustrates that for UPWD the appropriate measurement of their success is *others'* demonstrating leadership and advocacy.

indicates that stakeholder analysis is not given attention by many grantees. This finding raises the question of whether those grantees who do not do stakeholder analysis do so, but do not share it with the GFW or if they do not do it. And if they do not do it, do they need to? If they need to, would this be an important area for the Global Fund to share resources among grantees that do stakeholder analysis and partnership with those who don't. It could very well be that given the relative size of GFW grantee-partners, stakeholder partnership is strategically not possible for many grantees.

THE IMPORTANCE OF CAPACITY BUILDING

Analysis of potential partners and potential stakeholders are part of the assessment of a rights-based approach. There are other aspects of the rights-based approach that contribute to organizational success. When an organization does its work by building the capacity of *its* members, beneficiaries and other partners, then it is executing a rights-based approach to its work because it is developing the political strength of others. This study focused on three dimensions of how an organization does its work: building the capacity of others to advocate for themselves, building the capacity of others to strengthen their own networks, and building the capacity of others to become advocates for *others*.

Field work with Bethune House provide an example of these three dimensions of capacity building. Bethune House works with foreign migrant workers in Hong Kong who are homeless and at risk of deportation. Most residents at Bethune House are foreign migrant workers who are leaving an abusive employment situation; (they were physically or sexually abused by the employer and/or have not paid their wages). Under Hong Kong law, they have two weeks from the date of termination in which to find new employment or they must be deported. If leaving an abusive employer, they have two weeks to find employment or file a criminal or civil case against their employer. In addition during the period of the grant, a change in law created an economic incentive for employers to fire their employees if they were in the first half of their two year contract. Consequently, Bethune House is often full to overcapacity.

Bethune House's method of developing self-advocacy is that before a worker goes to court for her own case, she accompanies another worker for that case. The newer worker provides moral support and learns the inside of the legal system before she must confront it for herself. This method of promoting self-advocacy in beneficiaries develops residents' appreciation of the import of networks. Many former residents maintain a supportive relationship with Bethune House by volunteering or participating in shared actions. Additionally, many residents go on to become advocates for other migrant workers, perhaps others from their same home nation or even community, or advocates for all foreign domestic workers (see Appendix – Networks for migrant workers spawned by Bethune House (Hong Kong) former residents). This last is evidence that their method promotes group self-advocacy.

Many individual grantees and the portfolio over all exhibit organizational strengths in their abilities to partner and not only with likeminded partners, but also to develop collaborations with stakeholders who may or may not be of like minds on related issues.

THE IMPORTANCE OF ORGANIZATIONAL THREATS AND OPPORTUNITIES, STRENGTHS AND WEAKNESSES

The RBA analysis of Section IV suggested that there may be opportunities to leverage the strengths of certain aspects of the rights-based skill set in order to develop others. As is visible in Figure 5 (see Section IV), there are strengths and weaknesses across the portfolio. One of the relative weaknesses in the overall portfolio that is visible in applications and final reports are the dimensions of analysing one's context and of learning and responding that are related to the twin analysis of Strengths and Weakness, Opportunities and Threats. These four are a common device for organizational analysis known as SWOT. In the Philippines 2011 Convening some grantees exhibited the usefulness of SWOT as a device for helping their colleagues articulate the strategic dilemmas that they faced in their work. As a consequence of its usefulness in this regard, the evaluation paid special attention to these analysis (even very informal accounts) in the final reports and in the other Convenings. While India grantees were stronger on these measures, this is an area of relative weakness in the portfolio.

The fact that grantees do not talk about their organizational strengths and weaknesses or their perceived threats and opportunities in their applications and final reports is not evidence that they do not have these.

Grantee partners and the movement as a whole may benefit from linking their plans and strategies more explicitly to organizational strengths, weaknesses, opportunities, and threats. Such explicit linking would both provide evidence of organizational learning *and* provide information useful to the movement.

VI. Case Study of the Global Fund for Women as a rights-based donor and movement building organization

Assessment of GFW as a movement-building organization.

This Section of the evaluation assesses the Global Fund for Women as a rights-based donor. The same definition of a rights-based approach that defined the meaning of evaluation (Section II) and of a rights-based movement organization (Section IV) also guides the meaning of a rights-based approach to grantmaking. A rights-based approach to grantmaking has five substantive commitments: to 1) intersectional analysis, 2) cross-issue awareness, 3) capacity-building, 4) situational analysis, and 5) individual, organizational, and movement level learning.

Section IV found that the GFW's portfolio of grantees uses a rights-based approach and Section V found that that portfolio contributed to gender equality through connected activism and capacity building. This Section explores the role of the GFW's systems and human resources in achieving those goals and assesses whether these systems and human resources achieve those goals using a rights-based approach.

These achievements are due to 1) the core commitment to a rights based approach to all of their work, 2) the staff's strong analytical and research skills as well as professional networks within the women's movement, 3) the Global Fund's professional networks within the women's movement among both the well-networked actors of the transnational women's movement as well locally based actors in local movements, and 4) a refined administrative system, database, and database management.

RESEARCH QUESTIONS

- Did the A-O Team grantmaking processes result in a portfolio of grantees that used a rights-based approach and promoted gender equality?

- What are the GFW's organizational strengths and weaknesses in the five areas of the rights-based approach?

RESEARCH DESIGN

DATA

1. Discussions of applications and final reports of MDG3 grantees with A-O Team,
2. Discussions of what might be "unique" about the India 2010 portfolio with LME team,
3. Participant observation in the GFW development of its learning, monitoring and evaluation processes, particularly the development of the New Final Report Questions,
4. Participant observation at one Board Meeting and select program meetings,
5. Site visits to four grantees in Bangladesh and Hong Kong,
6. Planning and attending the Philippines 2011 convening,
7. Review of staff formal and informal reporting on Convenings and follow-up meetings,
8. Interviews with staff (those staff interviewed are indicated with † in the Appendix – Organizational Charts and Interviews)
9. Transcript of "State of the staff" video 2011,
10. Focus group meetings with staff, and
11. Review of Asia-Oceania Team's Annual Plans and Regional Reflections
    Regional Grantmaking FY 10/11 Annual Plan
    Regional Grantmaking FY 09/10 Annual Plan

Regional Grantmaking FY 08/09 Annual Plan

Asia-Oceania's End of Year Reflections 2009-2010

ANALYSIS

The GFW's processes were analyzed and assessed on the five substantive commitments of a rights-based approach: to 1) intersectional analysis, 2) cross-issue awareness, 3) capacity-building, 4) situational analysis, and 5) individual, organizational, and movement level learning.

FINDINGS: THE RIGHTS-BASED APPROACH IN GRANTMAKING

INTERSECTIONAL ANALYSIS

Intersectional analysis in grantmaking means examining the forces that affect the contexts in which potential grantee partners work, and it means working analytically to ensure that the grantmaking process does not render the donor blind to the ways in which these forces may conspire to render invisible certain marginalized groups of women and their struggles. Often, experience trains people to look for *particular* marginalized groups. For example, as noted in Section III, Intended Result 3, the GFW keeps track of certain particularly marginalized groups such as women and girls in conflict affected countries (23), adolescents (46), girls (40), older women (7), female head of households (25), domestic workers (17), factory workers, migrant workers (35), sex workers (15), ethnic, cultural & religious minorities (34), indigenous women (23), sexual minorities (12), refugee & internally displaced women (14), rural women (85), widows, women in prisons (2), women living with HIV/AIDS (9), and women with disabilities (10).

More than making sure that GFW grantmaking is responsive to marginalized groups, the GFW also looks out for ways in which certain processes render particular groups of women invisible.

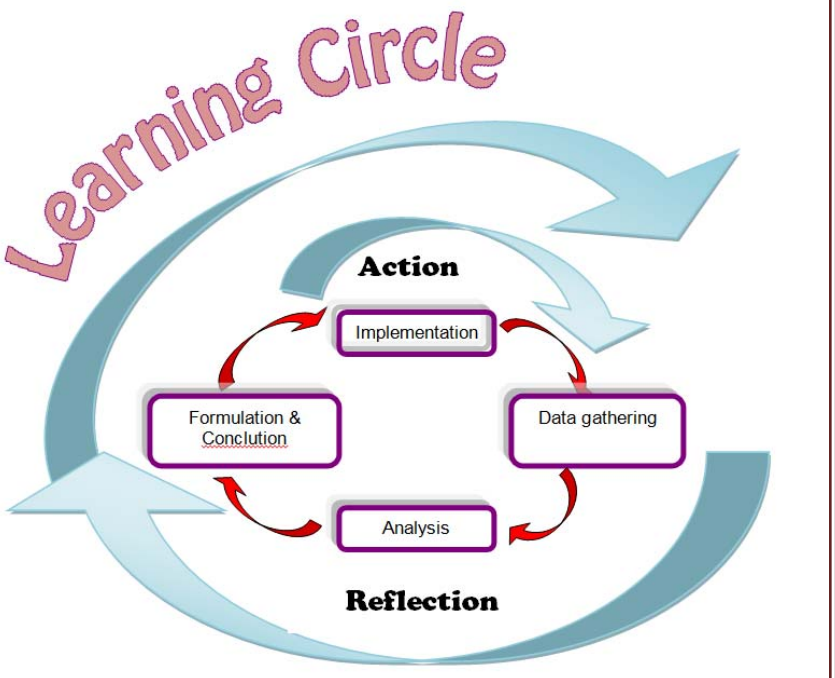
More than making sure that GFW grantmaking is responsive to particular marginalized groups, the GFW also looks out for ways in which certain processes render particular groups of women invisible. The Annual Plans and Regional Reflections capture some of these insights, but most go undocumented. Rather the impact of the A-O Team's intersectional analysis can be seen in its grantee selection and it is design and selection of grantee partners for Convenings. In particular, the team attended to young leadership and to groups who are working in isolation with the goal of bringing them into relationship with groups with stronger networks.

Cross-issue awareness

Cross-issue awareness is the recognition that although donors, and as a consequence, grantees may describe their work in discrete issue areas, the work itself cannot often be confined to such boundaries. Efforts to bring about gender equality need to be strategic in their partnerships and responsiveness to emerging opportunities. Unrestricted funding is certainly conducive to funding grantees who can respond to opportunities, but cross-issue awareness on the part of the grantmaker also means being aware of the ways in which grantees demonstrate the strategic acumen necessary to see connections across issues. For example, Women Peacemakers (Cambodia, $15,000 and $15,000) sees women's and children's rights as intimately connected with conflict management.

More significantly, the GFW team identified a pattern in the ways in which crisis shelters are being used politically for evidence based advocacy. That is, grantee partners working on ending gender based violence using data from their shelter and crisis work to build awareness and to bring political pressure for ending gender-based violence.

Equally significantly, the GFW team identified a strategy among those working for worker justice of building networks locally and transnationally, and directing their activism at the state, activism that can now be strengthened with the ILO convention 189.



Post-convening proposal, EFFORT, Indonesia

CAPACITY-BUILDING: GRANTEE LEVEL CAPACITY BUILDING AND MOVEMENT BUILDING

Capacity-building through grantmaking is more than issuing grants. The grant itself is an "output" of grantmaking and while the funds certainly increase the economic resources of the grantee, *that* interpretation of grantmaking as capacity building is tautological. Rather, grantmaking for capacity-building is grantmaking that is done in a way that increases the grantees' capacities for rights-based movement action and organization. Evidence of the GFW's intent to build capacity can be seen in 1) the development of the Convenings, 2) the effort to share learning from one Convening with grantee partners more broadly through CSW and individual communications, and 3) other attempts to foster grantee self-advocacy, networking, and group-advocacy.

The Convenings' role in capacity-building was a principal piece of the MDG3 grant itself. First, the GFW used the Convenings and capacity-building opportunities for select host-grantees. In planning the Philippines 2011 Convening, the GFW partnered with ISIS so as to develop the evaluation expertise of ISIS in order to build on their strength as at holding feminist meetings and trainings and expand their capacity to strengthen movement organizations. The Philippines 2011 Convening gave

participants tools that they could share with other movement actors as ISIS did at CSW 2011, APWLD did at the Asia Pacific Women's Forum 2011, and the Women's Legal and Human Rights Bureau, Inc. (WLB) did in co-hosting the Philippines Convening 2012. Incorporating those who participated in one meeting as leaders in sharing insights at the next meeting builds both the individual capacities of attendees and the capacities of their organization.

Second, the GFW further developed capacity through the Convenings by including in the curriculum resources that could be shared with others within attendees' organizations and movements at home. These tools did function in that way. The matrix was a tool that APWLD and WLB used in both internal and with other movement organizations. The specific ideas for how to assess gender equality showed up in individual grantee's final reports (for example EFFORT from Indonesia) indicating that they had become tools that participants shared in their organizations, as had the idea of evaluation for learning more generally. The immediate usefulness of the Convenings is evident by their tools being so quickly incorporated. The long term impact may be harder to discern as there is a ripple effect on others over time.

Third, the GFW attempts to foster grantee self-advocacy, networking, and group-advocacy in a whole host of coaching and mentoring roles during site visits, via skype, and via the application and renewal process. Among renewing grantees, there is better group self-advocacy, that is, renewing GFC grantee partners have developed methods of enabling those they work with to become advocates for group needs and political interests.[47] This provides evidence of GFW's role at capacity-building in one of the more difficult areas of movement effectiveness. Additionally, the GFW treats Final Reporting as a process of capacity building for grantees. The exhibited this in their investment in redesigning Final Report questionnaire to include reasoning behind request for each kind of data. See Appendix - 2009 Final Report Questions and Appendix – 2011 MDG3 Final Report Questions.

[47] Based on statistical analysis of the portfolio.

Among renewing grantees, there is better group self-advocacy, that is, renewing GFC grantee partners have developed methods of enabling those they work with to become advocates for group needs and political interests.[1]

Finally, the GFW team has reflected on its portfolio's activities during the grant period and seen an impact of its grantmaking on social movements and movement building, resource mobilization (through increased funding), progress in women's political participation in South Asia, victories for migrant workers, and partnerships ("connected activism") including partnerships with government. This self-assessment of the portfolio on the part of the GFW team demonstrates strong internal capacity for capacity-building *and for evaluation*.

CAPACITY-BUILDING: GFW STAFF DEVELOPMENT

Capacity-building also refers to developing the capacity of staff within the Global Fund for Women. The Global Fund for Women puts a significant emphasis on supporting young women in women's movements. This is important not only for developing their potential leadership, but more importantly for taking advantage of their present insights, knowledge, and experience. Examples of this contribution can be seen in the young women on the A-O program team. Whitney Graham (Program Assistant) and Devi Leiper (Program Associate) have taken leadership roles in their approach to their work. For example Whitney Graham has developed an idea bank to enable the team to easily reapply arguments with supporting evidence developed in response to one query in other relevant contexts. Because Devi Leiper was an integral part of the Convening design team, when the Anasuya Sengupta (Regional Program Director) was unable to travel, Leiper was able to represent the Global Fund for Women and lead the Convening. This ability had everything to do with her experience and skill set. Moreover, it gave the Global Fund for Women the opportunity to demonstrate that the leadership of young women is an organizational

commitment, not merely a funding priority. These opportunities for the young members of the A-O team are a consequence of Sengupta's team leadership.

SITUATIONAL ANALYSIS

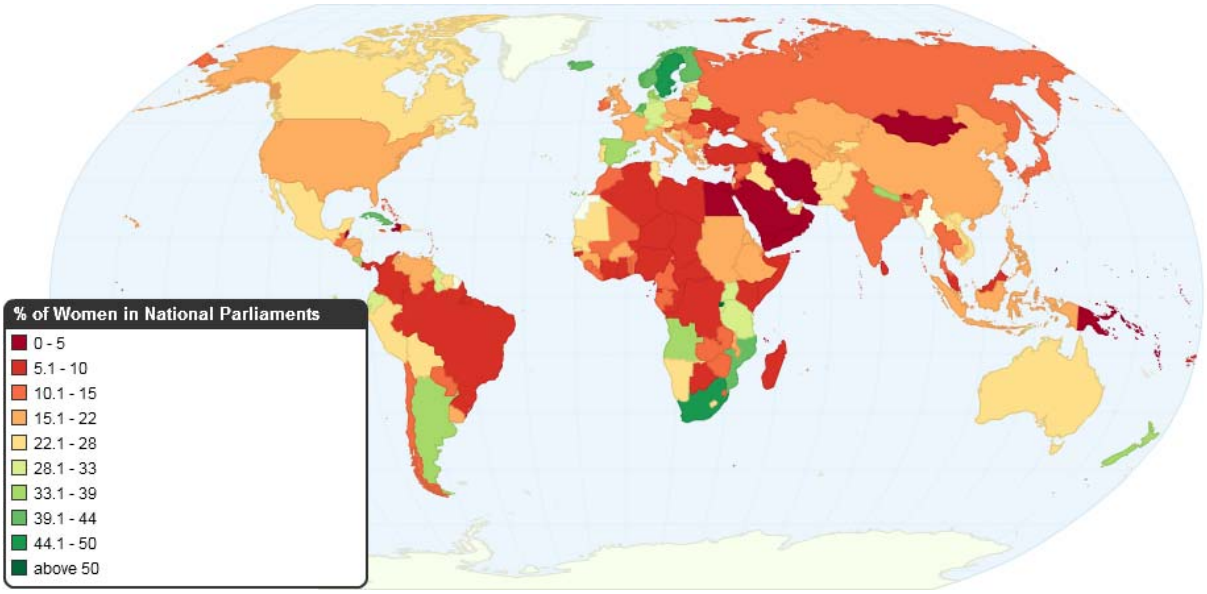
Situational analysis in grantmaking for women's rights entails identifying stakeholders, potential partners, and the threats and opportunities of the context of the movement. The work of the GFW with donors and others interested in enhancing the visibility of credible evaluation of grantmaking for social change during this period illustrates the sometimes spurious distinction between stakeholders and partners. Throughout its work on developing its internal systems of evaluation and learning, the GFW drew on and contributed to partnerships with other recipients of MDG3 funding and with other actors in the women's movement. It also developed the university-based academic partnership of which this evaluation is an illustration. During the period of the MDG3 the Global Fund for Women, like other movement partners (including the Association for Women's Rights and Development), interpreted the pressure to define and execute good evaluation a threat and opportunity facing women's movement organizations and their funders. Organizationally, they responded to this opportunity by investing in internal capacity for learning, monitoring, and evaluation on both the Finance and Program teams. They continued to emphasize the importance of evaluation in their grant applications and sought funding that accurately reflected the time and cost of the data collection and entry activities necessary for evaluation.

Substantively, the A-O team also identified key issue areas for the region. Others emerged through the application process. These included in the area of economic justice domestic worker rights activism[48] and in the area of political participation, development of women's leadership both in developing candidates for office and in developing their skills at campaigning.[49] Success in the first area included both the 16 June 2011 passing

[48] http://www.inthesetimes.com/working/entry/11549/new_ilo_convention_gives_domestic_workers_historic_labor_rights/
[49] http://chartsbin.com/view/r80

of the ILO Convention Concerning Decent Work for Domestic Workers and the network of domestic workers groups who developed local and transnational partnerships in working toward, and now using, this convention for domestic workers. Domestic workers make up between 53 and 100 million workers 83% of whom are women and girls many of whom are foreign domestic workers with tenuous rights to be in their country of employment.[50] In the countries of the MDG3 grantees, domestic workers make up 4 to 12% of wage economy.

FIGURE 7: PERCENTAGE OF NATIONAL PARLIAMENT SEATS HELD BY WOMEN



As discussed in Section II, success in the political sector doesn't have to be measured by the single momentous event of a convention. (See Sections III and V for the discussion of improved gender equality through political participation.) The Global Fund for Women grantees are working in countries, with the exception of Nepal where women struggle for a voice in parliament, despite some countries having legislated candidate quotas, seats reserved for women, or voluntary political party quotas. In the GFW's situational analysis, while constitutional reforms are an important piece of

[50] The range is from the formal ILO estimate to an activist-informed estimate that includes those who are hidden and unregistered in this work. http://www.ilo.org/ilc/ILCSessions/100thSession/media-centre/press-releases/WCMS_157891/lang--en/index.htm

political participation for women, much activism that will contribute to developing women's leadership and political participation is not constitutionally or federally focused. This work takes place in a context where women's parliamentary participation is less than 30%. No country has participation of women in parliament above 20% without quotas.

LEARNING ORGANIZATION

Being a *learning organization* in grantmaking means 1) analyzing organizational strengths and weaknesses that are essential for the key task of grantmaking and related tasks of movement building. It also means 2) developing plans and strategies for developing partnerships and stakeholder relationships and for responding to perceived threats and opportunities, drawing on strengths, not feeding weaknesses and where possible addressing those weaknesses. The preceding discussions have already exhibited GFW learning in intersectional analysis, cross-issue awareness, capacity building, and situational analysis.

The A-O team and the LME team recognizes its organizational strength in grantee evaluation and weaknesses in learning from the portfolio overall. It correctly identified human resources as an organizational strength and drew on these to execute a rights-based approach to grantmaking and to be accountable during grantmaking for the tracking of grantees. These teams worked together to strengthen their internal capacity for portfolio analysis.

This grant and evaluation coincide with a significant degree of transition throughout the organization most significantly in executive leadership and in the Asia-Oceanic team responsible for the grant. Most interestingly, the grant itself catalyzed many important learning-driven organizational changes, including

- a redesign of the final report format that grantees complete at the end of a grant period,

- a focus on learning, monitoring, and evaluation as a movement building tool internally and at Convenings, and

- the creation of a permanent learning, monitoring and evaluation (LME) officer at the organization.

These changes are not merely following industry trends, but rather leading them, with the LME team emphasizing that its function is for internal *learning* as an essential precursor to external accountability.[51] Further, the LME team interprets "internal" to include its grantee partners, sharing with them findings from their own research and experience. In these ways, the GFW maintains and exemplifies a rights-based approach[52] as being core to all aspects of an organization, including its evaluation function. The next four brief discussion provide further illustration of organizational learning within the A-O and LME teams.

LEARNING ORGANIZATION: GRANTEE APPLICATION EVALUATION

As the data and analysis in Sections III, IV, and V show, the Global Fund for Women has an exceptional ability to identify grantees who are using a rights-based approach, to fund them with unrestricted funding that enables grantees to be strategic in their promotion of gender equality, and to support grantee's ability to benefit from being part of a larger women's movement. These achievements are due to 1) the core commitment to a rights based approach to all of their work, 2) staff with strong analytical and research skills as well as professional networks within the women's movement, 3) the Global Fund's professional networks within the women's movement among both the well-networked actors of the transnational women's movement as well locally based actors in local movements, and 4) a refined administrative system, database, and database management.

[51] One key role of the rights-based evaluation was in supporting the Global Fund for Women's interpretation of these dual purposes of evaluation.
[52] More on the rights-based approach in Section IV.

Grantmaking is a human resource driven enterprise, and the GFW's human resources department has emphasized hiring program staff who have the ability to excel in this environment. Interestingly then, without strict organizational guidelines for how grant-assessment must proceed, staff develop their own methods within each regional team, drawing on each member's particular skill set, their personal networks and the GFW networks of grantee partners and advisors in the region and across the global feminist movements, to develop cutting edge strategies for a rights-based approach to grant-making. They do extensive research and demonstrate high quality analytical skills. The strength of the staff knowledge can be seen in their regional plans, in the resulting portfolio of grantee partners, and in the exceptional planning and reflection that goes into Convening design. Their skills at organizational and team development can be witnessed in the ability of junior staff to contribute at a high level to organizational learning. Significant human resources on the program and LME teams have enabled the Global Fund for Women and the MDG3 grant to play an indispensable role in women's movements for gender equality through identifying and supporting a portfolio of rights-based movement organizations.

Significant human resources on the program team enabled the Global Fund for Women to use the MDG3 grant to play an indispensable role in women's movements for gender equality.

LEARNING ORGANIZATION: GRANTEE FINAL REPORT EVALUATION

Early in the evaluation, the evaluator assessed the quality of the final reports as a tool for potentially evaluating grantees. There was significant variability in the information provided by grantees such that the Final Report was of limited use for evaluation of the portfolio of grantees – though there were many reports that would allow assessment of the individual grantee in question. One could assess certain aspects of the work of an individual grantee, but the final reports were not yielding consistent

information across the portfolio. There had been some internal discussions about whether the final report should be a few questions or many questions, or perhaps a few questions for small first time grantees, and longer for larger or renewing grantees.

As part of the evaluation and for improvement in the grantmaking process, the A-O team determined that for the purposes of the MDG3 evaluation they should pilot a new Final Report Questionnaire. The new report questionnaire would attempt to state clearly the goals of each set of questions and be broken into smaller questions in order to allow grantees to develop a train of thought while answering. The revised questions and explanatory paragraphs were developed prior to the March 2010 site visits and were field tested with grantees there. Grantee feedback was that they wanted to be asked these questions and that the introductory paragraphs of the revised format enabled the grantee to understand what the questions were trying to get at.

The Final Report Questions were further revised and given to 60 of the MDG3 grants. At the time of writing this report, while many of these grantees had submitted progress reports, because their final reports were not yet due, they were evaluated based on the "MDG 3 PROGRESS REPORT QUESTIONS" and not the New Final Report Questions.

LEARNING ORGANIZATION: GFW DATABASE AS A SYSTEM OF ACCOUNTABILITY AND LEARNING

The Global Fund for Women has a database which team members across the organization use to track all applications, grantees, and grants. The database has the capacity to track applications, final reports, and all correspondence regarding each grant and grantee. Whether applications are received electronically or in paper, they can be linked to the database. During the period of the grant, with the change in Asia-Oceania leadership, the staff adopted a practice of linking all applications and final reports to the database.

While the database is an incredible resource for keeping track of the quantity of information associated with grantmaking on the scale achieved annually by the GFW, it is not intuitive to use. It takes a while to get familiar with it and, when out of practice, it takes a while to remember where data are. Consequently, as much as it offers a resource for new staff being introduced to the Global Fund's grantmaking history or for different teams (development, communications, and learning, monitoring, and evaluation, for example) to be able to access the work of the program team, it is a mixed resource for the program team and is more useful for accountability than it is for evaluation. Data needs to be accessed in the database and converted to another format in order to be analyzed for evaluation purposes. This process can be quite time consuming depending on the kinds of data sought.

The Global Fund for Women is in the process of interpreting what this means for how they develop their systems for learning, monitoring, and evaluation.

LEARNING ORGANIZATION: DATA COLLECTION FOR ACCOUNTABILITY

In preparing for the MDG3 reporting process, the GFW experienced how labour intensive it is to convert descriptive and qualitative data into quantitative data for analysis. Many of the "Intended Results" required the GFW to code by hand data from the MDG3 final reports that was not collected on all grants at the time of application. The GFW learned to include the cost of data extraction and not just the cost of analysis and report writing by an external evaluator, in their own grant applications.

FINDINGS: ORGANIZATIONAL GOALS

Section II enumerated four organizational goals to which the GFW intended the MDG3 grant to contribute.

- Organizational Goal 1:Accessing large pools of funding in order to enable these larger donors to reach those GFW grantee partners who would not otherwise be able to apply for such sources of funding, that is, alignment of restricted funding,

- Organizational Goal 2: Develop new partnerships for movement building through research for evaluation,
- Organizational Goal 3: Strengthen internal GFW capacity in the area of learning, monitoring and evaluation, and
- Organizational Goal 4: Strengthen grantee partners' ability to use learning, monitoring, and evaluation as tools of movement building.

By funding these priorities of the Global Fund for Women, the MDG3 Fund accelerated the GFW's progress toward organizational goals and contributed to transformation in the GFW's capacities.

ORGANIZATION WIDE IMPACT OF THE MDG3 GRANT

- The Breakthrough grant was restricted and aligned funding that enabled the GFW to achieve goals that are important to its being able to support women's movements, both smaller new movement organizations and movement organizations that are aspiring to contribute to large scale impact on gender equality.
- Many parts of the organization – including finance, information systems, had to change how they worked to accommodate the grant which fed personal learning opportunities for individual staff and a feeling of camaraderie across functions.

ORGANIZATIONAL GOAL 1: ACCESSING NEW SOURCES OF FUNDING

The MDG3 grant funded 9% of the GFW grantmaking during the relevant period.

ORGANIZATIONAL GOAL 2: DEVELOP NEW PARTNERSHIPS FOR MOVEMENT BUILDING THROUGH RESEARCH FOR EVALUATION

- Developed a long-term university-GFW partnership.

ORGANIZATIONAL GOAL 3: STRENGTHEN INTERNAL GFW CAPACITY IN THE AREA OF LEARNING, MONITORING AND EVALUATION, ORGANIZATION-LEVEL IMPACTS

- Learned to assess the time and personnel necessary to track statistical data and learn to appreciate the importance of organization led-evaluation whether the capacity to carry out the particular research design necessary for a particular learning objective is in house or not, familiar to donors or not.

- Made organizational changes necessary to grow and be a better learning organization, better able to respond to the dynamic context of women's movements transnationally. Developed organizational maturity with regard to learning, monitoring, and evaluation.

- Developed the skills necessary to help grantees work toward their own organizational maturity in the area of learning, monitoring and evaluation.

- Awareness that the GFW's rights-based approach is not a black box, but rather a theory-driven systematic way of understanding grant-making.[53]

- Developed new database capacity to issue follow-up question letter to grantees about their final reports.

The GFW should focus adjustments in work load and reward structures in order that they most efficiently contribute to the development of the skills associated with connected activism and other strategic action

- Partner development
- Stakeholder development
- Organizational self-assessment of strengths, weaknesses, opportunities, and threats.

[53] The GFW does not use that systematic thinking as a checklist. However, the pattern of its functioning behind Asia Oceania's grant-making is visible in the rights-based approach of the grantees in the MDG3 portfolio. Supported with statistical portfolio analysis.

ORGANIZATIONAL GOAL 3: STRENGTHEN INTERNAL GFW CAPACITY IN THE AREA OF LEARNING, MONITORING AND EVALUATION, ASIA-OCEANIA PROGRAM TEAM LEVEL IMPACTS

- The discussion of the change matrix brought up interesting internal conversations about ways to be accountable that were more meaningful for GFW's learning than some of the particular pieces of quantitative data being tracked. Assessing sustainable impact rather than merely beneficiaries reached, because an increase in numbers of beneficiaries is an "output" that may or may not lead to a change in the power dynamics among men and women. An increased number of beneficiaries is a quadrant one output and "improving the equality between men and women" is fourth quadrant impact. No increase in beneficiaries will be evidence of the social transformation that would constitute improving the equality between men and women. In order for grantees to report the kind of data necessary to demonstrate improvement in gender equality, they need to be asked to report on evidence of self-advocacy or group advocacy by beneficiaries.

Some of the findings above related to the need for capacity-building might seem to suggest a need to shift priorities from grantmaking to more coaching of grantees. This is not a recommendation of this evaluation. …this evaluation shows that **the shift toward greater grantee capability is happening in the portfolio through the grantmaking and renewal process**.

- Developed new capacity-building oriented New Final Report questionnaire format.

RECOMMENDATIONS

Much of the work of capacity-building takes place within the articulated parameters of the responsibilities of the program teams, that is, grantmaking and organizing Convenings. Some of the findings above related to the need for capacity-building might seem to suggest a need to shift priorities from grantmaking to more coaching of grantees. This is not a recommendation of this evaluation. The GFW *may* determine that such a shift is necessary for other reasons, but this evaluation shows that the shift toward greater grantee capability is happening in the portfolio through the grantmaking and renewal process. With increased external transparency, such a shift might be expected to be accentuated, *even without increases in direct consulting to grantees*.

However, grantee partners and program staff have expressed a desire to increase the feedback on final reports that grantee-partners receive from the GFW. The findings of this evaluation suggest that it would be more consistent with the Global Fund for Women's program goals to than to shift staff time from grantmaking to grantee coaching. Currently, final report summaries are written by the most junior people on the team or summer interns and those who produce these summaries are unclear how they are used. Given that partner and stakeholder development (for connected activism) and organizational self-analysis of strengths, weaknesses, opportunities, and threats) contribute most to strategic action and gender equality, the GFW should focus adjustments in work load and reward structures in order that they most efficiently contribute to the development of these skills.

- develop the final report summary writing process into a more evaluative process

VII. Conclusion: a rights-based approach to evaluation

FINDINGS ON THE IMPACT OF THE MDG3 FUNDING

The impact of the MDG3 funding through the GFW's A-O Region can be seen in its contribution to furthering and strengthening movements for women's political participation, economic justice, and ending gender based violence such that they can be

- continuous and reliable partners with other movement actors, and with local, national, and international government actors, and
- visible and stable agents of social change in their communities.

Sustainable transformation toward gender equality requires movement organizations that are positioned to maintain and further these achievements.

These impacts are the consequence of the Global Fund for Women's rights-based grantmaking. The GFW approach identifies a portfolio of grantees that in their applications exhibit a rights-based approach, the capacity to further develop the rights-based dimensions of their work, and the capacity for the strategic thinking necessary for transformative and sustainable change. In their final reports they demonstrate connected activism and strategic

According to the GFW theory of change, meeting the Breakthrough Project's SMART targets in grantmaking would result in a portfolio of grantees that would promote gender equality. The evidence and analysis of this report supports that claim.

acumen. The outcome of that work is a range of enhancements in gender equality.

Sustainable transformation toward gender equality requires movement organizations that are positioned to maintain and further these achievements.

FINDINGS ON *CONNECTED ACTIVISM* FOR GENDER EQUALITY

- *Connected activism* among grantee partners, allies, and other stakeholders is an important resource for achieving gender equality.
- For many successful grantees, connected activism included working with **government actors**.
- Many grantees, even the more progressive groups, worked within and through the state. They advocated for more democratic governance and worked to use political institutions effectively.
- The GFW funded the participation of otherwise marginalized groups – particularly young women, indigenous women, and LBTIQ women – in these networks and it funded groups who might otherwise not work in partnership. Marginalized groups functioning effective partnerships with other more established groups is an important movement-building consequences of GFW funding.
- The GFW is a principle donor of women's human rights connected activism for gender equality.

FINDINGS ON SKILL-BUILDING

- The GFW through its portfolio development – that is, seeding new grantees and continuing to support those that continue to improve their rights based approach – is contributing to improvements in rights-based advocacy, particularly in the areas of self-advocacy, group self-advocacy, and partnership development.

- Group self-advocacy is an important measure of social change. Overtime as GFW grantee partners, organizations improve their group self-advocacy.[54] Not only is the GFW identifying organizations that use a RBA, but while they are grantees, they are developing their ability as movement organizations to strengthen the ability of the people they work with to be a social movement. Again, the RBA and GEA portfolio analyses provide significant quantitative evidence of GFW's role in capacity building in one of the more difficult areas of movement effectiveness.

> The Global Fund for Women's approach to LME is distinctively a rights-based approach because of their emphasis on improving capacity building, situational analysis, and organizational learning both internally and among grantee partners.

- The improvement in group self-advocacy takes place without goal setting on the part of the GFW. That is, the GFW did not need to work with organizations to set this goal for themselves in order for the influence of the GFW on group self-advocacy to be observed. Rather by funding organizational stability through unrestricted funding, they create the opportunity for organizations to foster group self-advocacy.

> *Connected activism* among grantee partners, allies, and other stakeholders is an important resource for achieving gender equality.

- Grantees are better at identifying their allied partners than their stakeholders who may have connected, but not necessarily aligned interests.

- Grantees were better at articulating their plans and strategies than their organizational strengths and weaknesses. Curiously, the aspects of the RBA that

[54] Based on statistical analysis of the portfolio.

are commonly taught in the context of evaluation – SWOT analysis of strengths, weaknesses, opportunities, and threats – were relatively weakly in evidence.

- The GFW's utilization of the change matrix internally, and through this evaluation, is contributing to movement building in the area of learning, monitoring and evaluation (LME). The GFW's approach to LME is distinctively a rights-based approach because of their emphasis on improving capacity building, situational analysis, and organizational learning both internally and among grantee partners.

> By funding organizational stability through unrestricted funding, the Global Fund for Women creates the opportunity for organizations to foster group self-advocacy.

FINDINGS ON GFW AS MENTOR FOR LEARNING, MONITORING AND EVALUATION

- Grantees are more open to treating learning, monitoring, and evaluation as their own tools when the GFW emphasizes its own role as a grantee.

- The GFW can contribute to gender equality-focused women's movements by developing tools for learning, monitoring, and evaluation (LME) that are focused on grantee partners' self-analysis. LME for internal purposes improves the strategic acumen and ideological and strategic autonomy of social movement organizations.

- The GFW modification of the Gender at Work matrix as a social movement-based tool for LME shows potential to be useful to grantee partners, not only as a diagnostic tool, but also as a tool for thinking about evaluation appropriate for each area of a grantee partner's work.[55] Developing the exposition of the tool in partnership with Srilatha Batliwala and Aruna Rao for the AWID Forum 2012 will give GFW a chance to share its learning with other movement organizations

[55] See the discussion of the matrix in Section II.

and to develop its own time-efficient curriculum for presenting and utilizing the matrix.

Movement actors should think strategically about how to engage with stakeholders who may require significant persuasion.

FINDINGS ON THE SMART MEASURES OF OUTCOMES AND THEIR RELATIONSHIP TO GENDER EQUALITY

- The SMART measures outlined in the Intended Results of the grant proposal and Section III of this final report are measureable outcomes.[56] According to the GFW theory of change, meeting these targets in grant making would result in a portfolio of grantees that would promote gender equality. The evidence and analysis of this report supports that claim.

- However, this finding may be over-determined. It may be that the GFW and its donors could be equally confident that the portfolio was achieving its goals with fewer SMART measures.

- This report concludes that it is the rights based approach to grantmaking to rights based movement organizations (combined with portfolio development) that yields impact on gender equality.

RECOMMENDATION FOR FUTURE EVALUATION FOR ACCOUNTABILITY

- Because of the opportunity cost of collecting such data, the movement would benefit from identifying those SMART variables that are indicative of a rights-based approach to grantmaking which can be measured during grantmaking at the portfolio level. Specifically:

    - Percentage of women's groups receiving renewal grants and multiyear grants (Intended Result 1a).

[56] Some descriptions of the Intended results were not measurable – the feelings of a grantee – but the findings analyzed in this report are based on those that are observable and analysis that is consistent with unobservable measures.

- Percentage of grantees receiving core support (Intended Result 1d)
- The Global Fund supports a wide range of women's rights groups, indicated by grants funds awarded to groups representing: (Intended Result 1e).
- Percentage if grant funds to women's rights groups representing marginalized demographics (Intended Result 3).

However, the strategic rights-based activism of the grantees – and *not* these features of the portfolio – created the gender equality results of this Breakthrough Project. Measurement of these variables alone would result in a distortion of organizational objectives.

- Therefore, use of select SMART indicators should be supplemented with measures that are more specifically tied to rights-based grantmaking, such as evidence of
  - cross-issue awareness
  - capacity building strategies for target communities
  - partnerships
  - strategic thinking about potential partners and stakeholders who may require persuasion
  - analysis of organizational strengths and weaknesses

These variables are assessed during the grantmaking process. The evidence from this analysis suggests that *these* factors are definitive in achievements in gender equality. The codebook (Appendix – Rights-Based Approach Coding Instructions) provides some guidance for developing internal metrics for

assessing these. While grantees can and should develop these skills during the life of the grant, these can be assessed at the beginning of the grant period. Therefore, these are measures of accountability that are both appropriate and able to be assessed early in the grant period.

- Measures of achievements in Gender Equality should be measured after the end of the grant period.

RECOMMENDATIONS FOR MOVEMENT BUILDING

- The application process may become a movement building tool if it invites grantees to describe their strengths, weaknesses, opportunities, and threats, potential partners and stakeholders. Certainly, much of this conversation is happening among the program team (across the GFW's regional teams) and between the program team and individual grantees during the application process. The application process could be a better movement building tool for declined applicants if it offered applicants information on the rights-based approach.

- Donors seeking to have a measurable impact on gender equality should increase funding for connected activism, particularly for activism with those who require some persuasion.

- Such strategic connections require sustained funding for the grantee to maintain a reputation as a long-term partner. Institutional support in the form of core, unrestricted funding supports long-term partnerships.

- Similarly, the applications could be used to identify potential skill needs and learning objectives of individual grantees and of a subset of a given portfolio of grantees. This practice is in keeping with the GFW's historical practice of observing movement needs and designing Convenings to meet those needs.

- This evaluation suggests that at the moment those are recognizing organizational strengths, weaknesses, opportunities and threats and how these are related to organizational plans and strategies (in the application phase) as well as how they might have contributed to organizational achievements (or setbacks) during the life of the grant.

- The SWOT analysis and movement stakeholder analysis may be good tools to incorporate into Convenings.

- The skills of developing partnerships might be drawn on in developing relationships with stakeholders.

- Continue to develop the change matrix as a tool for analyzing the roles of an organization and its partners, allies, and other stakeholders (including donors) in the connected activism of impacting gender equality.

- Develop system and staff appropriate mechanisms for providing timely feedback on final reports (and applications) to grantee-partners.

The time frame of this evaluation did not enable the richest possible assessment of impact. While many of the findings in this report are of interest to women's movements, there remains much more that could be learned from these data.

RECOMMENDATIONS FOR FUTURE LEARNING, MONITORING, AND EVALUATION

- Continue to clearly define *the GFW's* learning goals whether working with internal LME team, external evaluation consultants, or university-based research partners.

- Consider including grantee-partner learning objectives in evaluation and learning projects.

- Create systematically scheduled, regular if not frequent, funded, valued, and well-documented opportunities for program team sharing of LME insights and tools for doing their work. The single most valuable (and least expensive) contribution that an outside consultant could make to the GFW at this moment would be to document the insights for grantmaking that, though not confidential, are currently held at within each regional team.

- Continue to strengthen GFW and grantee ability to distinguish outputs from outcomes and impacts and to develop appropriate measures for each. Continue to emphasize that evaluation focuses not only on the achievement of desired outputs, but also on whether those outputs resulted in the desired impacts.

- Continue to be part of social-change oriented innovations in learning, monitoring, and evaluation and to identify and develop partners for research and in funding of appropriate methods for learning, monitoring and evaluation.[57]

- Continue to identify appropriate, context-specific modes of evaluation.

- Continue to use evaluation for the parallel but distinct purposes of learning and accountability.

- For grantees, mid-term progress reports are burdensome and of questionable utility for their own learning. For the GFW, progress reports may be appropriate, but should be based on data collected at the time of grantee application review, not on data that can be collected only with a grantee progress report or final report. Both the GFW and their donors should consider the value of distinguishing progress reports for monitoring and accountability from final reporting for learning and evaluation.

[57] For example, see http://www.idrc.ca/EN/AboutUs/Accountability/StrategicDocuments/IDRC's%20Strategic_framework_2010-2015.pdf, 4-3 #188.

- For this evaluation, the coding of the applications was funded with an additional grant and the quantitative analysis for this evaluation was funded with in kind donations by the evaluator. This was possible because of the partnership for research developed between the GFW and the evaluator, and a shared mutual interest in the research question:

  > What does the analysis of the MDG3 portfolio tell us that might be useful to the Global Fund for Women, grantee partners, other women's movement organizations, and donors?

- Specify and distinguish in funding proposals and grants the period for evaluation for accountability purposes and learning.

- Learning assessment grants should extend a year or more beyond the grant could offer great contributions to movement building. This would allow 1) all funds to be utilized and final reports from grantees to be received, 2) portfolio analysis based on a complete portfolio, 3) time to properly code final reports and to analyze these against applications, 4) the possibility of site selection for case visits based on the portfolio analysis. Supplemental research on the political, social, and economic context of selected grantees, and their movement partners would be of greater benefit to the evaluation if they were conducted after the quantitative analysis of the portfolio. Grantees selected for such evaluation might be from the earlier or later grant cycle of the grant. One concern about such a recommendation is that it limits the timeliness of the evaluation.

If after three decades of women's movement activism the actors in that movement are wondering about their impact, it is worth investing in thoughtful answers to their questions that can enhance their activities, not just their morale. Thank you for allowing me to invest thoughtfully in answering their questions.

CONCLUSION

In the opening paragraph of the executive summary, I expressed concern that the field of evaluation by reputation if not in fact has not been serving women's movements. The concern is that because organizations want to be found to be accountable, they articulate their goals as outcome goals and hesitate to articulate them as impact – long term sustainable impacts on social change – goals. They act in this reserved way toward donors because deep and wise analysis tells them that they cannot be held accountable for whether such change takes place. Of course not. Social change is an enterprise of connected activism – as the data and analysis in this report and as the history of social movements literature make clear. By disentangling evaluation for accountability from evaluation for learning, perhaps evaluators and the donors who want to see more of it, can start to be clear about what they do and what they want to see more of!

When we do this, as this evaluation shows, there is a lot we can learn from evaluation of how grantees and their donors do their work about their impact on gender equality.

- As demonstrated in Section IV, the GFW uses a rights-based approach (RBA) to its grantmaking.

This finding is made possible by a theoretically informed, careful and transparent coding system for evaluating a grant application, grantee, or any social movement organization for its use of a rights based approach. (See Appendix – Rights-Based Approach Coding Instructions).

By disentangling evaluation for accountability from evaluation for learning, perhaps evaluators and the donors who want to see more of it, can start to be clear about what they do and what they want to see more of!

- The GFW portfolio of rights-based grantees

contributes to gender equality through collected activism.

This finding was made possible by theoretically informed, transparent coding scheme for evaluating the impact of unrestricted funding on social movement organizations and gender equality. (See Appendix - Index of strategic action for gender equality.docx).

This rights-based evaluation has introduced two systems of portfolio analysis. These analyses enable assessment of the impact of the MDG3 portfolio on gender equality that would not be possible with a grantee-level analysis. Evaluating achievements in gender equality at the grantee level can yield useful accounts of the mechanisms by which social movement organization can effect gender equality and this portfolio certainly includes many such accounts, some of which are discussed in Section V. However, because there are so many variables associated with gender equality, a causal relationship between the funding of any particular grantee and the achievements of gender equality in that place cannot be proven with a grantee-level analysis. Portfolio-scale impacts on social change and gender equality can, however, be visible with a portfolio scale analysis. The portfolio scale analysis of this report are possible because of the large numbers of grants included in the GFW MDG3 portfolio. While many *other factors* also contributed to the achievement in gender equality identified by these grantees, this *movement-scale* impact is a result of the breadth and scale of the MDG3 support for women's movement organization working toward ending violence against women, promoting women's participation in politics and public administration, and securing property, inheritance rights and broader employment opportunities for women.

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Appendix A – Glossary

Aligned funding is **restricted** funding (see below) in which the directives of the donor are consistent with grantee goals**.**

A-O team refers to the three person program team at the Global Fund for Women who administered the MD3 grant.

Applications are proposal for funding received from potential or past grantees.

Connected activism is a term invented by Program Assistant, Whitney Graham to describe the kinds of partnerships and alliances of a broad range of actors who may fill different roles in a social movement.

Core support is funding that can be used to pay basic costs of administration, pre-project base line studies, rent and electricity for which "project support" often does not provide financial support

Foreign domestic workers are domestic workers employed in a country that is not the country of their citizenship. These worker arrangements are often highly regulated and are the subject of activism in sending countries such as Indonesia and the Philippines as well as receiving sites such has Hong Kong and Malaysia. See also "migrant domestic workers."

Gender inequality is a privileging of men, generally, in social, economic, and political formal institutions as well as informal values, practices and norms. However, as a social hierarchy gender inequality always functions with other forces of social, political and economic hierarchy such as age, ethnicity, disability, indigenous identity, sexuality, etc. While past experience may tell us which of these other hierarchies may be particularly worrisome in a particular context, that very experience cautions those concerned with social justice always to be attentive to other possibly excluded groups. See also "intersectionality.

Goals are the ultimate, expected impacts. Synonyms for goals include ultimate objectives, long-term outcomes, and impacts. Often people refer to outputs as "goals" also as the report does in the Executive Summary. The meaning may need to be determined by context because people use it in a colloquial way.

Impacts are the ultimate, expected social change goals desired and expected from the initiative. Synonyms for impacts include ultimate objectives, long-term outcomes, and goals.

Intersectionality is the academic and political term used to refer to paying attention to the ways in which multiple hierarchies function to create unique often less visible – even to social movement actors – forms of oppression for particular subsets of the population such as minority women, girl children, rural women, etc. See also gender inequality. Because

historically certain groups are often excluded, "intersectionality" also can refer to including those groups that are often excluded. In this report, "intersectionality" means not just inclusion in this second sense, but also strategic attention to the power dynamics of that exclusion.

LBTIQ women may be lesbian, bisexual, transgender, intersexed, and queer.

Migrant domestic workers may be internal or transnational migrants for domestic work. See "foreign domestic workers."

Outcomes are the steps needed to achieve those goals. Synonyms for outputs include short term goals, strategic objectives, direct consequences, and "steps toward our goals."

Outputs are the organization controlled actions. An organization selects measurable or at least observable "outputs" with the aim that these will bring about outcomes.

Outputs, outcomes, and impacts

> Output: work product of GFW and grantee activities
>
> Outcomes: the direct consequences of that work such as increased access such as a sense of greater resources, of not working alone, of being part of a movement, of confidence in the import of the GFW or grantees' work; eg. Connection among grantees
>
> Impact: the desired consequence of those outcomes such as greater social movement acumen, sustained leadership, sense of organizational and social movement sustainability; eg.
>
> Note, this tripartite framework is common in evaluation, but it is not common in social movements literature where we focus on the distinctions between short term and long term or between tactics and strategies.

Partners are movement actors who share an organization's values and work in complementary ways; these may be women's or other movement organizations. See "stakeholders." The distinction between partners and stakeholders might be spurious in certain contexts as we would expect successful efforts to develop stakeholder relationships would ultimately convert them into partners.

Restricted funding is designated for a particular program, event or project and the grantee is bound not to redirect those funds without permission of the donor.

SMART Analysis uses measures of evaluation that are specific, measurable, achievable, realistic, and timely.

Stakeholders may or may not be movement actors. They may or may not share the values of women's movement organizations. Stakeholders are, however, essential actors in bringing about formal and informal systemic level change. They may include government actors, donors,

extra-feminist and women's movement actors. See "partners." The distinction between partners and stakeholders might be spurious in certain contexts as we would expect successful efforts to develop stakeholder relationships would ultimately convert them into partners.

Statistical significance is a result that is unlikely to have occurred by chance.

Strategic action is the result of the conceptual ability to think through and act on political opportunities combined with the resource and reputational capacities to do so. These include strategic acumen (see strategic acumen); ideological and strategic autonomy from internal (government or social) or external (donor, women's movement) pressures; continuity, sustainability, and credibility of the organization; linkages with other movement actors and connected activism with partners and stakeholders; impact; and financial responsibility.

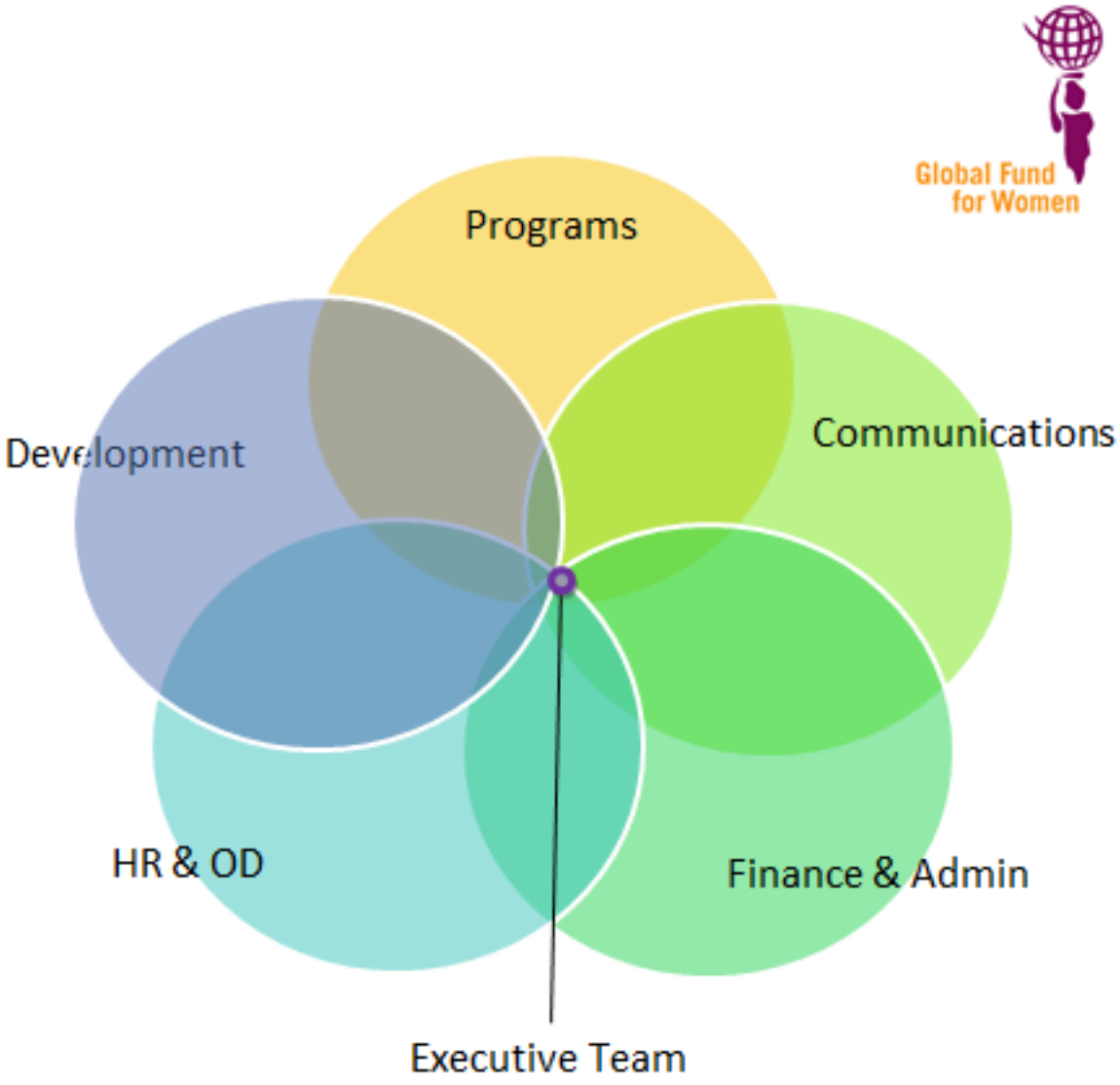
Strategic acumen is the conceptual ability to respond to political opportunities or threats. Strategic acumen can be a quality of a movement, an organization or a person. The GEA focuses on the strategic acumen of each grantee. Strategic acumen is assessed with four indicators: stakeholder analysis, adaptation to changing opportunities or threats, articulation of strategies, attribution of strategic responsiveness to funding source or other organizational strengths.

SWOT analysis is an organization's analysis of their strengths, weaknesses, opportunities, and threats.

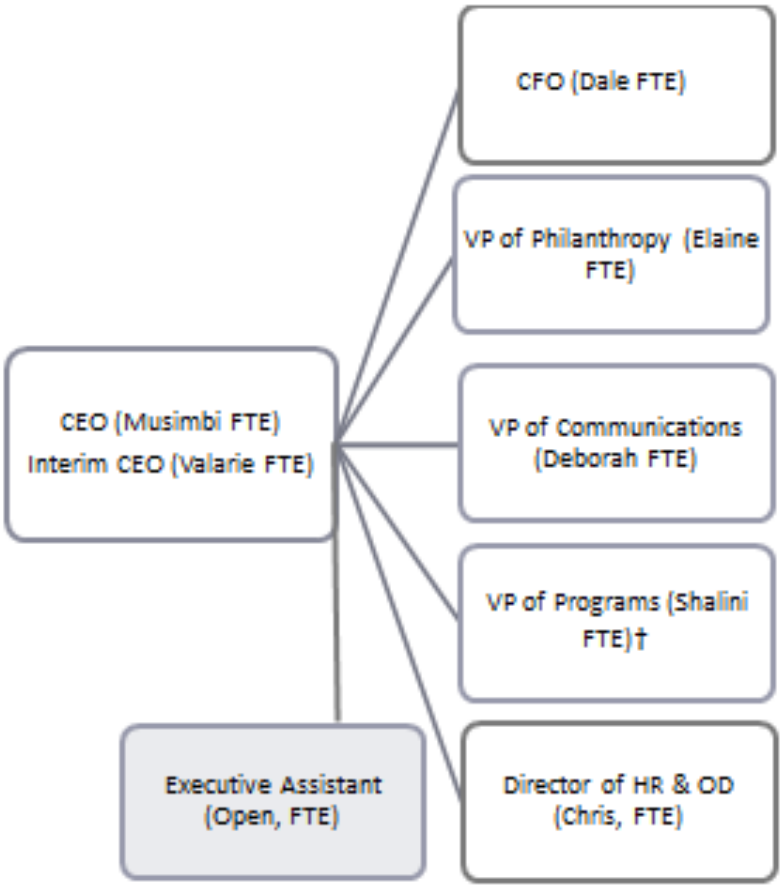
Unrestricted funding are donations or grants that are expected to be accountably and responsibly utilized but whose purpose is not designated by the donor. These funds are often called "core" support because grantees can use them to pay basic costs of administration, pre-project base line studies, rent and electricity for which "project support" often does not provide financial support.

Appendix B – Organizational Charts and Interviews

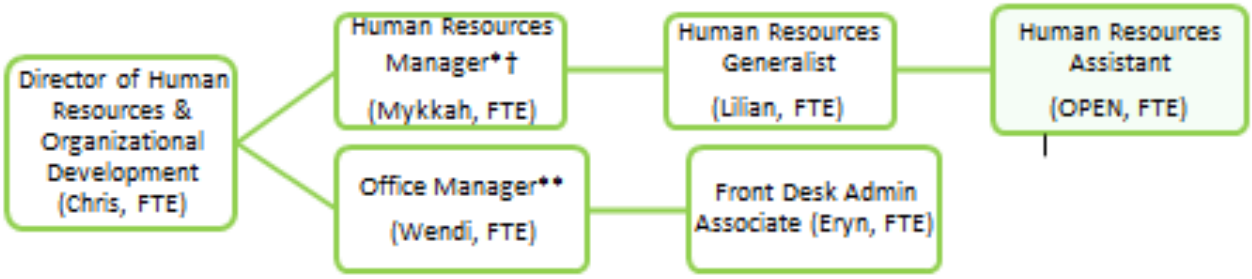
Organizational Relations



Executive Team and CEO reports



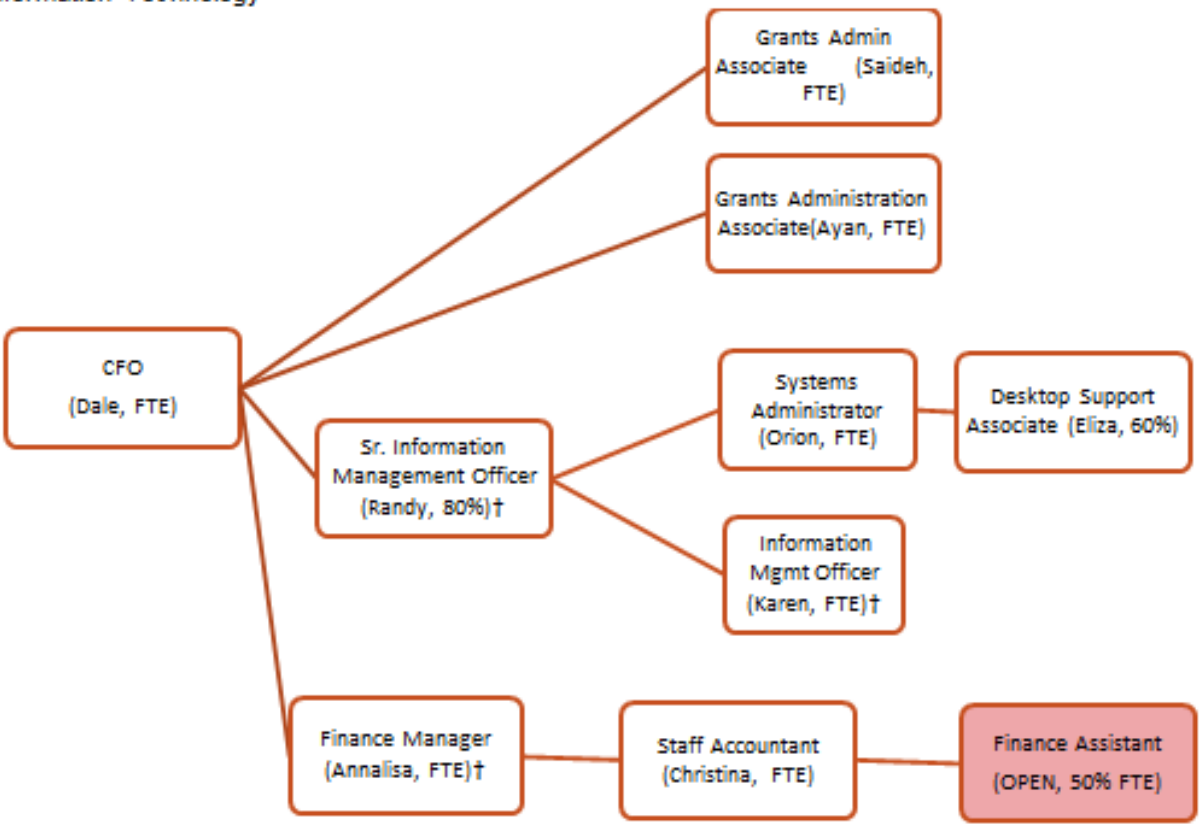
Human Resource Team



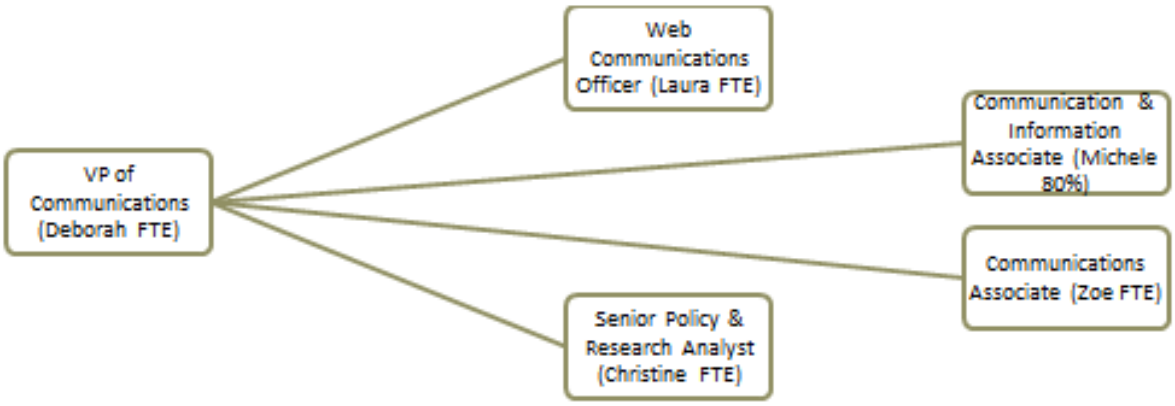
*HR Manager is in transition out of GFW.
**Reports to Director of HR & OD on a temp basis.

†Participated in interviews for evaluation

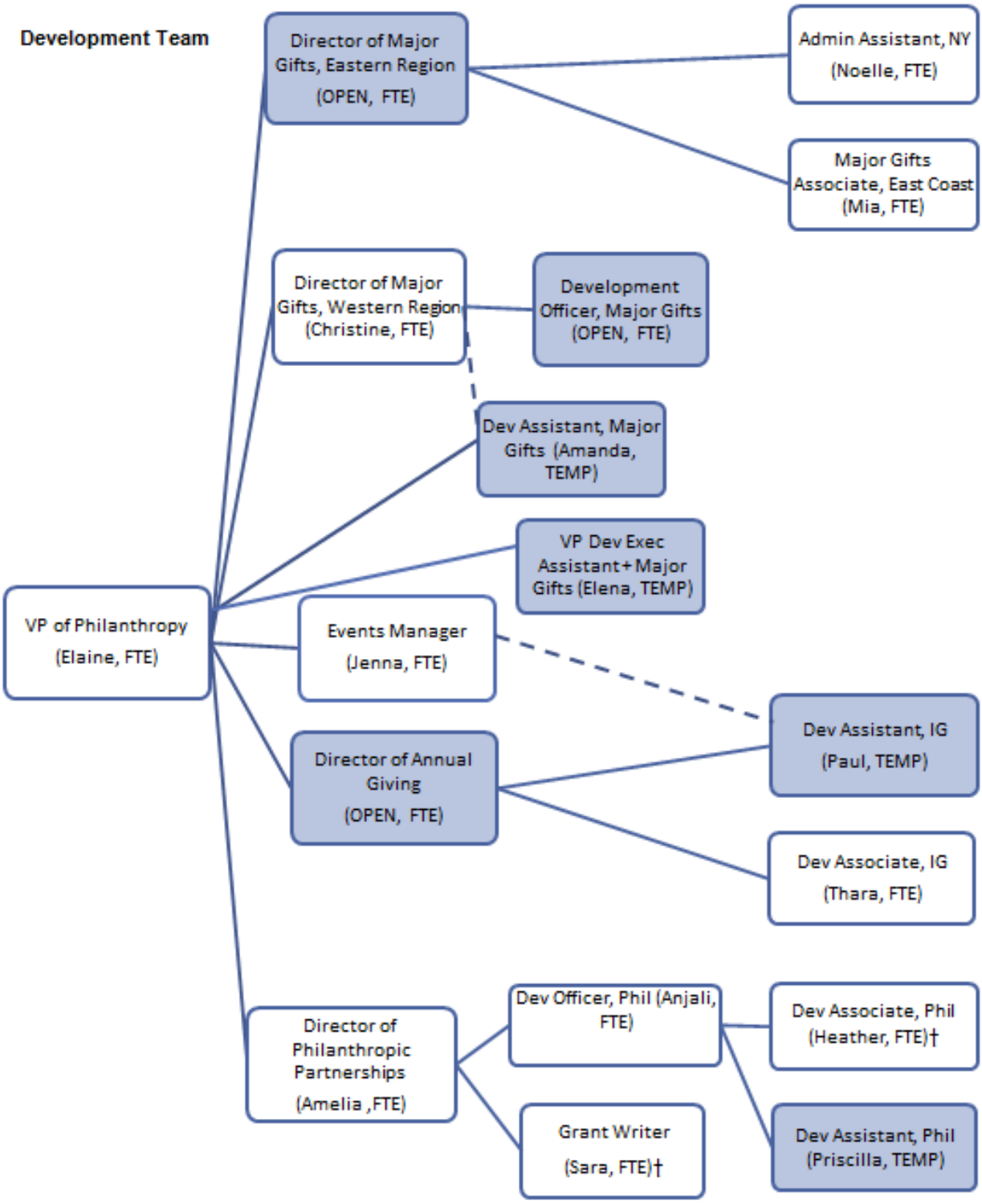
Finance & Operations Team: Admin, Finance, Grants Administration, Information Management, and Information Technology



Communications Team

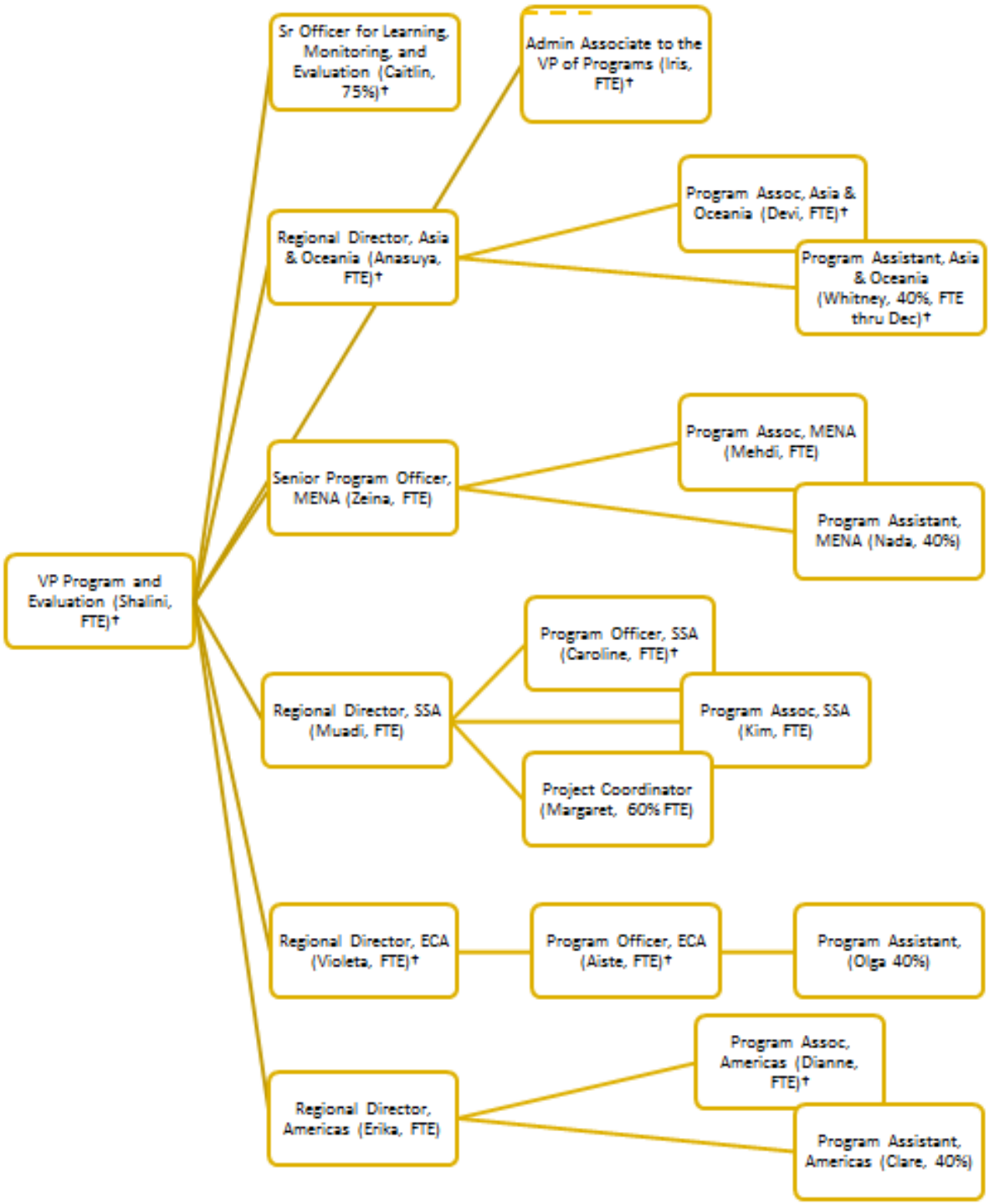


†Participated in interviews for evaluation



†Participated in interviews for evaluation

Program Team



†Participated in interviews for evaluation

Appendix C - Audited Completed Results and Activities Chart

Project US/144: Global Fund for Women
Breakthrough Project: Catalyzing Activism to Achieve MDG3 in Asia & the Pacific

Completed Activities and Results Chart for 2008-2011

Result	Activity as PLANNED	Activity As ACHIEVED	Comments on Deviations from Planned
1. Strengthen the organizational capacity of women's CBOs and networks working to end violence, and increase women's political participation and economic rights throughout Asia.	Award € 1.5 Million via approximately 110 core support grants to 80 women's groups throughout Asia. Direct approximately 45% of funding to groups working to end GBV, approximately 41% to groups working on political participation and 14% to groups working on economic rights. At least 90% of grantees successfully implement workplans in line with their mission and goals.	Completed. With addition of expansion grant, GFW awarded over €1.7 Million via 147 grants to 125 women's groups in 26 countries throughout Asia. Of this total, the breakdown by program areas is: 43% of funding to groups working to end GBV, 30% of funding to groups working on political participation, and 27% of funding to groups working on economic rights. Of the 147 grants awarded, 140 of them (95%) were implemented in accordance with the groups' mission and goals.	Due to the additional €91,000 provided in the extension grant as well as some leveraged dollars from other sources, GFW was able to exceed the target for total funding awarded. The decision to increase funding in the area of economic rights (by decreasing funding for political participation) was primarily due to the extended impacts of the global economic crisis on women (which we could not predict at the time of the proposal.) Where grants were not able to be implemented as planned, the reasons were primarily 1) unexpected illness or death of the group's leadership, 2) unexpected impacts of natural disasters, or 3) security threats to the group.
2. Increase the accessibility of financial resources to especially marginalized groups.	Prioritize funding to particularly marginalized demographic groups, with the goal that 90% of total grants awarded reach groups reaching marginalized populations.	Completed. 97% of total grants awarded to women-led organizations that reach marginalized demographic groups.	Women living in rural areas, adolescents and girls, ethnic and cultural minorities, and migrant/immigrant women were some of the marginalized demographic groups that received a significant share of funding through this project.
3. Support linking and capacity building opportunities for grassroots, women-led organizations that work on MDG3 issue areas.	Grantees participate in learning and networking activities including convenings funded by GFW (2 in total) and through the provision of linking grants (target=10) provided to fund group's self-directed collaborative work.	Completed. GFW supported 3 convenings instead of 2 (1 cross-regional, 2 national-level in Indonesia and the Philippines.) In total, 91 participants representing 71 organizations participated in these convenings. To support groups own collaborative activities, GFW also awarded 9 linking grants.	During the grant period, GFW's strengthened its work on grantee convenings, thus exceeding participation goals, increasing activities focused on evaluation capacity building, and increasing the number of young women and "2nd tier" leadership participants in attendance. At the same time, GFW began to de-prioritize its "Linking Grants" strategy and as a result fell slightly short of its target for this project.
4. Raise donor awareness of the challenges faced as well as the progress achieved by women's movements in Asia toward the 3rd MDG.	Publish one report and distribute to US-based donors, track distribution and response.	Final evaluation and assessment work is in progress. This Impact Report will be completed by March 1, with distribution completed by mid-April.	Because GFW needed to complete all programmatic activities for this project before finalizing our assessment of impact, this activity was scheduled for the first quarter following the completion of the activities. Report production is on schedule and will additionally include an online component not previously planned.

Project US/144: Global Fund for Women
Breakthrough Project: Catalyzing Activism to Achieve MDG3 in Asia & the Pacific

Outcomes Reporting At-a-Glance

Result	Intended	Achieved
Grantees successfully implement workplans aligned with their mission and goals.	90% of grantees successfully implement workplans in line with their mission and goals.	95% (140 out of 147) of grants were successfully implemented in line with the mission and goals of the grantee.
Grantee organizations are more effective and efficient.	60% of grantees report increased organizational budget size during the duration of their relationship with GFW. No target designated. No target designated.	72% (90 out of 125) grantees reported increased organizational budget size during the duration of their relationship with GFW. In 71% (101 out of 143 general support grants) of grants, grantees reported investing part of all of their funding toward increasing institutional capacity or sustainability. 71% (89 out of 125) grantees reported developing new networks or expanding existing relationships with key stakeholders (excluding beneficiaries and donorsß) and peer networks.
Grantees activities benefit individual women and girls.	No target designated.	Grantees reported 554,299 direct beneficiaries and over 2 million indirect beneficiaries.
Grantee organizations increase visibility and public engagement on the MDG3 issues.	70% of grantees report evidence of increased media coverage or greater public visibility.	66% of grantees (82 out of 125) reported increased media coverage or greater public visibility for their work.
Grantee organizations increase the sustainability of their funding.	60% of grantees report an increase in the number of donors supporting their work.	62% of grantees (77 out of 125) reported an increase in the number of donors supporting their work.

Appendix D – Networks for migrant workers spawned by Bethune House (Hong Kong) former residents

FILIPINA MIGRANT ASSOCIATIONS

Former Residents who organized their own organization or have become active members of another organization.

1. Wilma Buenventura - a former resident and now the Chairperson of POWER -HK (Pangasinan Organization for Welfare, Empowerment and Rights, a welfare organization that provides assistance to their members)

2. Susan Famadulan - former resident, Chairperson of the UNITED Pangasinan, HK

3. Soledad Pillas - former resident, Vice-Chairperson of the United Filipinos in HK (UNIFIL-HK)

4. Marietta Balaoro - former Bethune House volunteer and now an adviser of Filguys - HK, an association of lesbians who are domestic workers in HK

5. Virginia Iniego - former resident, a cancer survivor and now an active member of MOVERS - HK, an organization of volunteers for the Mission for Migrant Workers (MFMW)

6. Juvy Bustamante - Chairperson of MOVERS-HK and at present volunteers at Bethune House

7. Lucy Aquino - former resident and now an active member of MOVERS- HK

8. Imelda Pabon -former resident, now assists another organization called Filipino Friends HK in reaching out to other migrants from Iloilo Philippines

INDONESIAN MIGRANT ASSOCIATIONS

In 2000, Bethune House assisted in the formation of the Association of Indonesian Migrant Workers in HK (ATKI-HK). Some Indonesians who are former residents and now active members of Indonesian migrant organizations:

1. Eni Lestari Andayani Adi - former BH resident, active and the present Chairperson of ATKI-HK and International Migrants Alliance

2. KARSIWEN - active member of ATKI-HK and presently a volunteer of Bethune House

3. Ren Anggun - former resident, now active with ATKI - HK

4. Indarti - former resident and now the Chairperson of ATKI-Macau

INTERNATIONAL MIGRANT NETWORKS

Former residents who are now based in other countries:

1. EVA Mayor- active member of MIGRANTE - UK
2. Gina Doblado - former resident and now active member of MIGRANTE - Canada

LOCAL NETWORKS

In addition may continue to support Bethune House through Friends of Bethune House - HK (FBH), for example:

1. Loida Panganiban - former resident, now the present Chairperson of FBH-HK, volunteers at Bethune House from time to time.
2. Rowena dela Cruz- former resident, volunteers regularly at Bethune House, Vice - Chairperson of Gabriela -HK
3. Imelda Pabon -former resident, an active member of FBH

Appendix E – Rights-Based Approach Coding Instructions

GENERAL CODING INSTRUCTIONS FOR THE
RIGHTS-BASED APPROACH (RBA) DATASET
GLOBAL FUND FOR WOMEN DATA
EDITED OCTOBER 13, 2011

Read through these coding instructions before beginning each coding session. Note any ambiguities and bring them to the meeting.

The following codebook describes the variables and how to record and code each variable from the Global Fund for Women (GFW) grantee applications.

CONTROL VARIABLES AND CODING INSTRUCTIONS

For each coding decision, provide a justification which may be a citation or explanation or both. Where you are uncertain of a coding decision, use the comment function to identify it for discussion at the next coding meeting. Use the coding sheets to code, copy relevant passages from the original applications, and provide justification.

If the application is for an "event" do not code the application. These applications are in a different format than the rest and they do not give complete information. Generally, these applications come from organizations that have GFW grants already and their earlier application contains the information needed to assess whether the organization uses a rights-based approach.

Note some organizations have "beneficiaries." **A rights-based approach needs to distinguish between organizations who understand their work as "serving beneficiaries" and those that understand themselves as working with people as partners and strengthening their ability to assert and enjoy their own rights. Sometimes organizations do this by developing partnerships with other organizations.** Therefore, it is with some regret and awkwardness that this codebook uses "partnerships" to refer to organizational and movement partnerships and "beneficiaries" to refer to "people with whom an organization works." Because of language difficulties many organizations may not tell the important political difference between saying that they work "with people in poverty" and saying that they work "for the poor." But in the RBA these are FOUNDATIONAL differences. Because those submitting proposals do not have this facility with the English language, coders need to make thoughtful efforts, paying attention **not as much to language used as to the way in which the work is understood in practice by the organization** when the coder is deciding whether an organization is using a RBA or not.

Because we are looking for how the organization works, not for particular ways of talking about that work, you should read the whole document through first before coding. You may make notes, but revisit each coding decision while taking the application as a whole.

The first six variables are downloaded from the database and indicated with an *. With the exception of the STATUS and FUND variables, you should double check what appears on the application against these data and report any discrepancies. The STATUS and FUND variables are revealed after coding so that coding is not influenced by knowledge of the decision to fund or not to fund a proposal or the inclusion in the MDG3 portfolio.

PROPOSAL ID*

Each GFW proposal is given a unique number by the GFW when it arrives. The number appears in the proposal in the form of 10-41683. The number 10 represents the year of application, the five digit number is the proposal ID number that GFW assigns to each application proposal. Since the entire coding process and the ability to check our work depends on the proposal ID, this should be triple confirmed!

COUNTRY*

Name of the country where the women's human rights organizations locate and mainly operate.

CITY*

Name of the city where the women's human rights organizations locate and mainly operate.

YEAR*

The year GFW receives the original proposals.

STATUS*

It is the status of the GFW application in the GFW database. **It is imperative that the coder not know the status of the proposal.**

FUND*

MDG3 stands for Millennium Development Goal 3, to promote gender equality and women's empowerment. In GFW datatset it is the variable signifies the funding source. In this dataset it is a dichotomous variable, 1 for MDG3 fund, 0 for non-MDG3 fund.

RIGHTS-BASED APPROACH Variables and coding instructions

The overall goal of the RIGHTS-BASED APPROACH (RBA) is to evaluate whether women's organizations use the goal of human rights enjoyment to identify the pressing issues for women and come up with strategies for dealing with them. A rights-based approach can lead to a broad range of practices. The multi-dimensional approach assesses whether organizations demonstrate adequate understanding of the interrelatedness of forces of exclusion, the interconnections of issues, connected activism at the

community, national, cross-national and international levels to build their capacities, the complexity of the context, and learning via constant internal reflections. The RBA is summarized in five dimensions – intersectional analysis, cross-issue awareness, capacity building, situational analysis, and learning organizations – and in this model these are assessed with 10 indicators.

Dimension 1, INTERSECTIONAL ANALYSIS is a dichotomous variable, with 1 for adequate, 0 for inadequate;

Dimension 2, CROSS-ISSUE AWARENESS is a dichotomous variable, with 1 for adequate, 0 for inadequate;

Dimension 3, CAPACITY BUILDING has **three** indicators – INDIVIDUAL SELF-ADVOCACY, NETWORKING, and GROUP SELF-ADVOCACY – each indicator is coded dichotomously, 1 for adequate, 0 for inadequate.

Dimension 4, SITUATIONAL ANALYSIS has **three** indicators – STAKEHOLDER ANALYSIS, PARTNER ANALYSIS, THREATS & OPPORTUNITIES. Each indicator is coded dichotomously, 1 for adequate, 0 for inadequate.

Dimension 5, LEARNING ORGANIZATION has **two** indicators – ORGANIZATIONAL STRENGTHS & WEAKNESSES and PLANS & STRATEGIES. Each indicator is coded dichotomously, 1 for adequate, 0 for inadequate.

The following are the coding instructions on how to code each dimensions and indicators.

INTERSECTIONAL ANALYSIS D1.0

Objective:

INTERSECTIONAL ANALYSIS is essential for a RBA. It aims to assess the women's organizations' analysis of the relationships among forces of exclusion and oppression in order to identify strategies for promoting rights enjoyment for all rights holders.

The ultimate goal is to assess consistency and profoundness of the commitment of the organization to the enjoyment of the human rights of all rights holders.

INTERSECTIONAL ANALYSIS looks at forces of oppression like capitalism and social norms whereas CROSS-ISSUES CONNECTIONS are made at the level of issue area, such as the connections between education and health or between health and sexual exploitation.

Compared to THREATS AND OPPORTUNITIES, INTERSECTIONAL ANALYSIS is broader, less tactical, more long-term, and more strategic.

Coding criteria:

If the proposal demonstrates adequate evidence that the **group analyzes the power dynamics in the context of women's lives**, it is coded as 1, otherwise as 0. Read through the entire proposal, you may find evidence in other parts of the proposals too. The applicant will note and **analyze forces of oppression** (not merely list categories of oppressed people). The applicant may attend to **political, economic, cultural, societal, and ideological forces**. The more analytical applicants will describe the details of those forces not merely say that they are there.

In the GFW applications, often evidence for INTERSECTIONAL ANALYSIS APPEARS in under GROUP INFORMATION question 2 “what is the mission of your group, and how does it relate to the issues to address” and under CONTEXT DESCRIPTION. However, evidence for any code might be anywhere in the document. For a discussion of difficulties in coding see the last section of the document.

Examples:

Adequate:

“Recognizing that violence against women is a manifestation of historically unequal power relations between men and women, which have led to domination over and discrimination against women by men and to the prevention of the full advancement of women, and that violence against women is one of the crucial social mechanisms by which women are forced into a subordinate position”

“The women and girls served by Ish Kripa Sadan are faced with communal, social, domestic, economic, mental, physical and cultural complications. More often than not, the difficulties that are faced are a combination of one or more of the above. One problem may be a cause of another, which are habitually interconnected in their effects. Financial deprivation is certainly a critical factor in their hardships and complicated social and personal situations.”

“Our society still treats women as commodity and thus we find incidents of physical assault, flesh trading, inhuman fortune which is revealing in the newspapers. The reasons are most of the women are unaware of their rights. It is a general perception that women can never be equal to men in terms of physical strength and intelligence. Due to subjugation of women by men for centuries the situation is remained unchanged. Kolkata's Sonagachi area, with more than 10,000 sex workers, is one of Asia's largest red-light districts.”

“Violence against women is deeply rooted in its Socio-cultural practices in Jharkhand. Amongst gender based violence Sexual abuse, Domestic Violence, Witch-craft, etc. are more common in the state. 46.56% female in India experience some type of sexual abuse in their life. Around 26.4% women experience sexual exploitation but only 14% of these are being reported. Out of these 14% only few get justice. The main reason for this is lengthy and non sensitive legal procedures. Due to the complicated legal procedures women/family have less faith on the Law. As a result many cases remain unreported and for some cases laws are taken in to hands.”

Inadequate:

Examples of inadequate are list of issues without analyzing the political, economic, cultural, societal and ideological forces that make the issue pressing:

“Women in the rural pockets and resettled colonies face problems in respect of the financial rights. They save well `but the scope of that saving to productive dimension to be explained to them.”

CROSS-ISSUE CONNECTIONS D2.0

Objective:

This dimension assesses the organizations' analysis of the connections across issues, sectors, and movements. Though a group cannot work on all issues of injustice and inequality toward women, realization of how injustice in one issue field is related to injustice in other fields affects the group's strategies. The understanding of cross-issue connections is key to connected activism. It differs from INTERSECTIONAL ANALYSIS in the focus on issues, rather than social, political, economic and other forces.

Coding criteria:

If there is adequate evidence that the organizations recognize and **explain or analyze** the interconnections between issues, codified as 1, otherwise 0.

Examples:

Adequate:

"These issues i.e. illiteracy, exploitation and backwardness are main causes that prevent women from being developed. Removing these evils from the society is still a big challenge not only in the State but all over the country. Illiteracy is the biggest evil which creates the other problems."

This is an illustration of CROSS-ISSUE CONNECTION and not INTERSECTIONAL ANALYSIS because the organization is looking at issues of literacy, economic exploitation, and social change in relation to one another. They might also analyze their underlying causes; that would be coded under INTERSECTIONAL ANALYSIS.

Inadequate:

Examples of inadequate analysis of CROSS-ISSUE CONNECTIONS are lists of issues without illustrating how the issues are interconnected and how complex the issues are. For example,

> "Gender Development /Women Empowerment
> Empowerment of adolescents
> Primary Health Care
> Education Formal & Non Formal
> Poverty Alleviation
> Pre and Post Election
> Voter education
> Voters Location and individuals
> CNIC assistance and advocacy
> Pre & Post election Advocacy
> Public forum
> Constituency relation group formation"

CAPACITY BUILDING D3

Objective:

This dimension is to assess whether the women's human rights organization understands the purpose of rights based work as being to foster rights *enjoyment* rather than to provide rights-related services. The first depends on developing and internalizing capacities for acting politically on one's own behalf. This may be as an advocate for one's self or family, networking with others, and advocating with others on behalf of the group. Does the application provide evidence that the organization is an organization of women instead of organization for women? Does it view women as the core agents of change? The capacity for the **organization** to identify stakeholders, to build connections, and to analyze its context is measured in SITUATIONAL ANALYSIS 4.1, 4.2, 4.3).

Coding criteria:

There are three indicators under CAPACITY BUILDING category; there are individual self-advocacy, networking and group-advocacy. Each of the three indicators is codified as dichotomous variables, 1for adequate, 0 for inadequate. So the possible maximum score is 3.

INDIVIDUAL SELF-ADVOCACY D3.1

Objective:

This dimension assesses whether the groups recognize the need to promote the self-advocacy capacity of women. The group may provide services, education training; however, it is important to devise mechanisms for women to advocate for their rights themselves, that is, to speak with their own voice and on their own behalf, not just receive a training on *how* to do that.

Coding criteria:

If the application demonstrates adequate evidence of INDIVIDUAL SELF-ADVOCACY, it is coded as 1 , 0 otherwise. Applicants may tell stories about beneficiaries' demonstrating self-advocacy, but in order to be coded as 1, the process of developing self-advocacy must be part of the program design.

Examples:

Adequate:

"In any situation where a leader is needed among our group of residents, wherever appropriate, we await this person to come forward on their *own* terms, and we always accompany them with encouragement, support, and guidance over purpose and effectiveness of their actions and decisions."

Inadequate:

"The main activities of our group includes formation of women SHG Groups, training programme for women, women's health programme, awareness generation programmes in schools on basic health and hygiene, various training programmes on health awareness, blood donation camp, education programmes for women, cultural programme for women, legal awareness and legal guidance programme for women."

NETWORKING D3.2

Objective:

The goal of this indicator is to assess whether the organization has mechanisms **for its beneficiaries/members** to build their own connections across sectors and levels. Not too much detail is necessary to reveal the substantive nature of the networking. The applicant may mention the scale or extent of the networking – more is not more "adequate" than less; rather, we are looking for a substantive account of the *thinking* about networking. Does the organization strengthen the ability of some beneficiaries to build their own networks?

Coding criteria:

If there are few opportunities for networking, but the applicant has reflected on these, that is adequate. 1 for adequate, 0 for inadequate. If the beneficiary/member is in the network code this as NETWORKING whereas if the organization is describing the networks of the organization, code these as STAKEHOLDERS or PARTNERS as appropriate.

Examples:

Adequate:

"Each girl in the program becomes part of a collective and is empowered to assess her basic human rights by developing awareness and confidence on a multitude of themes ranging from self-identity, career aspiration, comfort with one's body, gender relationships, reproductive health, to legal rights dealing with problematic situations, positive negotiations and budgeting." Note: The first part of this is networking; the second is evidence of self-advocacy program design.

"Field workers who also act as coordinators in villages organize village, cluster level meetings and the regional congregations of women. They serve as a bridge between the Whole village groups (WVGs), UMP (Uttarakhand Mahila Parishad) and CBOs (Community based organizations)."

Inadequate:

The application does not recognize the need or have the program design for members to build connection across sectors and levels.

GROUP SELF-ADVOCACY D3.3

Objective:

This indicator is designed to assess whether the members of women's organizations have strategies to promote their capacity to make arguments on behalf of any group to audiences at community, national, regional and global levels.

Coding criteria:

If the application demonstrates a program design intended to enhance the members/beneficiaries' capabilities to advocate on behalf of themselves as a group, it will be coded as 1, otherwise 0. It is not enough for an organization to have the goal of community or group self-advocacy. Rather the group must demonstrate the program design elements that they are using in order to bring about this goal. It is not necessary that the program have the intent or design to develop group advocacy at all levels, just one.

Examples:

Adequate:

"Mukundpur- Federation celebrates its SHGs day every year. This year too it celebrates on 26th of September 2010. Mukundpur- Federation has 3355 women members. The participants are not only the members but the entire colony in this event."

"RADS staff role are get tot gather decision making strengthen their capabilities through training staff meetings programmes."

"Rapport Building with the mass: In the first month of the project the out reach workers visits the targeted villages and made contact with the women initiatives, Women intelectuals, feminist, Women community leaders ,Self help group leaders etc.During the course of interaction the ORW explaine the goal and objectives of the project in the 1 st Month.

With the above representatives,the ORW conducts orientation on the situation, rights and issues of women at their respective villages for the women in the evening hours."

Inadequate:

"Over hundred children were taken back from child labour. Every year some hundred and twenty children pass out of vocational (skill) training centres of Chetanalaya. There is a community based programme for the disabled children and a special education school for the mentally challenged school, initiated by Chetanalaya. There are two hundred and twenty SHGs involving about three thousand five hundred women. The SHGs in Mukundpur have an annual turnover of two crores (twenty million) rupees and every year some fifty families take up income generation activities leading them to sustainable development. Joining Chetanalaya's environment campaign the SHG women have started a manufacturing unit of jute and clothe bags as alternative to plastic bags."

This example lists activities and affecting groups, but it does not show that groups have become advocates for themselves.

SITUATIONAL ANALYSIS D4

Objective:

This dimension assesses the organization's analysis of the complexity of the context of their work including formal and informal institutions that contribute to injustice and inequality. When an organization builds **its** networks, these are coded under PARTNER ANALYSIS where these are co-functioning organizations, and under STAKEHOLDER ANALYSIS (excluding beneficiaries if this is an organization with beneficiaries because those would be coded in D3.1, D3.2, and D3.3) when they are not. Analysis of Threats and Opportunities refers to analysis of these with respect to the organization, partners, and **all** stakeholders (including beneficiaries for those with beneficiaries).

If an organization lists members of its networks or associations, that may be an indication that they do STACKHOLDERS ANALYSIS or PARTNERS ANALYSIS, but listing these alone is **not enough** evidence that they are doing the **analysis** portion of this dimension of the RBA.

Coding criteria:

There are three indicators in this dimension: STAKEHOLDER ANALYSIS, PARTNER ANALYSIS, and THREATS & OPPORTUNITIES. Each indicator is coded as dichotomous variable, 1 for adequate, 0 for inadequate. The possible maximum score is 3.

STAKEHOLDER ANALYSIS D4.1

Objective:

The goal of this indicator is to see whether the women's organizations have realized all the important actors and parties to work with or to fight against. Does the organization demonstrate that they understand the power dynamics of the context of their work? It is not necessary to include all the stakeholders at this stage but it is important to recognize them and plan to work with or against them in the future. Stakeholders can be individuals, organizations, groups, community members, and others who women's human rights organizations determine are affected by their work and can have an effect on their work. These may include men, community organizations, parents, etc.

Coding criteria:

If the application demonstrates sufficient evidence of identifying stakeholders and efforts to include them, it is coded as 1, 0 otherwise.

Example:

Adequate:

"The organization Paramedical Educational Trust co –ordinate with ministry of health and family welfare in the field of tribal health, Ministry of youth affairs in the field of vocational training for rural adolescent girls, District Rural Development Agency for women development, Tamil Nadu Voluntary health Association Chennai in the field of HIV/AIDs and Chengam block development office in the field of total sanitation."

"To protecting the women's human rights, as there is a need to sensitise the community members, especially male members on the issues related to women and girl children. Unless until, the communities are not aware or recognizing the importance of women rights, the rights of the children will be violated."

Inadequate:

The organization does not demonstrate an effort to identify the important and potentially important actors. The organization may mention one obvious stakeholder (like the government) but not seem to have thought about possible stakeholders more broadly. Again, it is all about the thinking that you can see through what they say or what they do.

PARTNER ANALYSIS D4.2

Objective:

This indicator assesses whether the women's organization is building its own capacity by working with important partners. It is not necessary that the women's organization has to work with certain organizations at this moment, but it is crucial for the organizations to realize the necessity and importance to work with partners at different levels and make efforts to work with more partners when and where it is necessary, and as possible.

Coding criteria:

There are two parts to this: **identifying potential partners and having a plan for working with them**. In order to be coded as 1, it is not enough to work with partners without explaining why or to have identified a partner, but not have a plan for developing the partnerships.

Examples:

Adequate:

"Shakti curriculum trainings and partnerships: The current Shakti program curriculum has been fine-tuned and revised based on an analysis of 12 pilot Shakti groups and community initiatives in seven high-risk communities. As the program is designed to be flexible and adaptable to local circumstances, our future plans include partnering and training other community organizations on the Shakti Program so that it can benefit their populations. We hope to partner with local schools, educational institutions and other women's organization to have a wider, more diverse impact. We aim to scale up the program to cover four states in India over the next two years."

"Adult Literacy Programe: National Commission for Human Development (NCHD) Islamabad provided funding for the Project adult literacy Program. Child Protection & Empowerment of Adolescents (CPEA) UNICEF provided a financial and technical support to Voice of Women Welfare Association (VWWA) titled "child protection & empowerment of adolescents" this project aims to conduct life skills based trainings for adolescents in Union Council 02 and 04 of Hyderabad. This program was focused on Preventive education of HIV/AIDS. Child Labour Hands knotweed carpet industry in Sindh The International Labour Organization (ILO) Pakistan assigned the field base survey child labour and Hand Knotweed carpet industry in Sindh the field based survey was assigned to our organization for District Hyderabad and Jamshoro."

Inadequate:

PARTNER ANALYSIS is 0 if the organization works with some actors but only by chance or if there are no designed plans to work together with important partners.

THREATS & OPPORTUNITIES D4.3

Objective:

This indicator assesses whether an organization identifies the major threats and opportunities whether seized or missed. Organizations may extend their work by reaching more women but without adequate analysis of the threats and opportunities, they are not able to build the organizations' capacities for the long term.

THREATS AND OPPORTUNITIES refer to those faced by the organization and its work. For some organizations – particularly member-based organizations in which the members are strong self-advocates and community advocates – this may be read as threats and opportunities to the women themselves. In organizations that "serve" some women and communities – such as those that organize women workers, provide legal services, or provide other services – the threats and opportunities would be more explicitly organizational.

Coding criteria:

Compared to INTERSECTIONAL ANALYSIS, THREATS & OPPORTUNITIES is more narrow, tactical, and near-term. There is an immediate temporal dimension to threats and opportunities. Opportunistic behavior may be donor-driven or come from internal opportunities to work with the government, a particular NGO, etc. In order to be coded as 1, an organization should have behind this opportunistic behavior some analysis which demonstrates a rights-based understanding of the pressing threats and opportunities.

Example:

Adequate:

"Govt of India has made special provision for FIR, Investigation by female officers, recording of the statement in the presence of NGO representatives/ Social workers, essential medical check-ups, freedom to appoint lawyer. Hearing in the court of female judge, disposal of the case within two months, statement of the victim will be considered as legal evidence etc. This is a great opportunity. By utilizing it with the existing laws root cause of denial of justice in the case of sexual abuse may be addressed."

Inadequate:

"This year, the work of UMP has expanded to cover one more district (Rudraprayag) of the state. Visits to new villages have already been made by UMP staff and the work of organizing women has started. In addition, two new organizations (CBOs) have approached UMP with a desire to join the network."

Note: If this example had included a discussion of how these organizations might partner together, this would be an adequate account of partnership.

LEARNING ORGANIZATIONS D5.0

Objective:

This dimension assesses continual learning of the organization. Does the organization continually engage in formal and informal internal evaluations in order to strengthen its commitment to the enjoyment of human rights of all rights holders. LEARNING ORGANIZATION emphasizes skeptical scrutiny and internal evaluation. LEARNING ORGANIZATION assesses whether the organization is realizing its strengths and weakness and whether the organization has plans and strategies to strengthen itself at the organizational and staff levels. PLANS & STRATEGIES should derive from the analysis of the organizational capabilities, situational analysis or cross-issue awareness and not merely be a list of activities and events the organization is going to do.

Coding criteria:

There are two indicators under this dimension, ORGANIZATIONAL STRENGTHS & WEAKNESS and PLANS & STRATEGIES. Each indicator is coded as 1 for adequate, 0 for inadequate.

ORGANIZATIONAL STRENGTHS & WEAKNESSES D5.1

Objective:

ORGANIZATIONAL STRENGTHS & WEAKNESS assesses the internal reflection on how they work, whether they learning by reflecting on their own work and how they have done their work. Internal evaluation tools are indications of that reflection as are accounts of their discussing their work as an organization.

Coding criteria:

If the organization demonstrates sufficient evidence of constant reflection, internal evaluation and staff training, it is coded as 1, otherwise 0.

Examples:

Adequate:

"Our hopes and intentions in this building construction are to organize our shelter in such a way that our beneficiaries will be served according to their specific needs, so that their individual requirements are not overlooked or "grouped" into the needs of other beneficiaries. If we are able to organize our treatment into more "need-specific" categories, our services will be optimized and detail-focused. "

"These intensive and very creatively organised and conducted courses not only build capacities, they also build very close cross–border friendships between women doing innovative work in South Asia and thus strengthen networking and cooperation at the South Asian level."

Inadequate:

"Federation organized several programmes like, talks, seminars, women gathering for the purpose of ensuring woman rights."

PLANS & STRATEGIES D5.2

Objective:

PLANS & STRATEGIES are important indicators for assessing the learning of an organization. Almost all organizations have planned activities in their proposals. Are the plans and strategies consistent with their strengths, weaknesses and analysis of their works in context and not merely a list of activities and programs. There should be connection between internal reflection and actions for future.

Coding criteria:

In order to be coded as 1, the application needs to demonstrate sufficient evidence on how they plan their future activities based on their learning. Plans and strategies not derived from learning are coded as 0.

Examples:

Adequate:

"The issues of priorities are combating all types of violence and discrimination against women. Capacity building of the staffs and community on CEDAW, PWDV Act-2005, RTI, Latest provision for justice to the victim of sexual abuse, rendering need based emergency services to women/girls in distress and campaign for proper implementation of PWDV Act 2005 are our top priorities during next two years."

"Most important priority is to strengthen the Union by enrolling more members in it. This will be possible by extending its activities to larger areas in Indore and its neighborhood. More and more waste picking women need to be attracted to it. For this it needs to undertake more welfare activities for its members. Increasing the membership becomes viable by conducting membership campaigns, and by undertaking creative and proactive campaigns."

Inadequate:

"Editing of the Digital documentation of video material as film chapters – made available as DVDs which would be made available to women artists and scholars as well as used in different workshops. Enlarging of website by putting video material. More inter active workshops and presentations in different forums."

Such an activity might demonstrate a RBA if the account of the organizations' strengths and weaknesses suggested that these activities would respond to those.

CODING DIFFICULT CASES AND INTERPRETING CODES

Coding for the RIGHTS-BASED APPROACH (RBA) may lead to surprising results. For example consider an organization that does not have an intersectional approach, that is, they do not think about the forces affecting their work, but they have a cross-issue approach, that is, they see that multiple issues – literacy, economic stability, and health – are related in a form of domino effect. While we might expect those who have cross-issue awareness to rely on an intersectional analysis to explain the connection among issues, this is not necessarily the case. For example,

"The organization has developed future plan of action for next seven years and in first two years, the group will work for entrepreneurship development and capacity building of the group members on issues related to alternate livelihood generation. In our working area most of the women are from BPL section and they don't have any alternate source of earning except seasonal daily work in farm land. From this they are unable to feed their family members and as a result, various other problems like acute malnutrition, Health problems, High rate of school drop out of children especially girls in the is common. By building capacity of members on alternate livelihood generation and developing entrepreneurship skills, we believe, we will be able to enhance financial and social security of the members."

This organization sees the connection among the projects they do and the impacts of their work, but they do not reference the intersectional analysis of the underlying processes that affect these issues. This may be surprising and doing further research into the organization, the donor may determine that they do have strong intersectional analysis. But the coder of the application does not have access to this information. Such differences explain why some organizations may be coded lower on the RBA than we might expect if they receive funding from the GFW.

Coders should always agree. If it is difficult to code an application, have another coder read it and discuss it. For example, in coding an organization that did a survey and from that survey determined key areas of activities, two coders disagreed initially. One thought that this was evidence of intersectional

analysis and cross-issue awareness and the other thought it was evidence of planning and strategies. We decided on the first because the activities of the organization were described with more than just a list; it contained analysis of the connections. We decided it was not evidenced of planning because in the account of their future activities, we did not see the direct link between the analysis of the survey and the plans. By taking the proposal overall, we decided that the organization did use intersectional analysis, but that they were not analytical in their present planning.

Appendix F – Index of strategic action for gender equality

Data source: Final Reports

Coding scheme: absence or presence

- **Strategic Acumen**

  F1.1 Stakeholder analysis: evidence of stakeholder and contextual analysis

  F1.2 Adaptation: evidence of subsequent strategic action or adaptation

  F1.3 Strategies: mentions more than one strategy or tactic

  F1.4 Attribution: explicit claims that organizational strengths enabled them to act strategically.

  F1.5 Attribution: explicit claims that the unrestricted support enabled them to act strategically.

- **Ideological and Strategic Autonomy**

  F2.1 Gratitude: reported gratitude that they could "be who they were"

  F2.2 Environment: working in politically or culturally hostile environments,

  F2.3 Ideological Autonomy: expresses freedom to follow issues and strategies that they determine are best

- **Continuity**

  F3.1 Continuity: report continuity among organizational leaders and staff - staff

  F3.2 Sustainability: report sustainability of the *organization*, the work, or the communities with which they work - program

  F3.3 Credibility: report being able to develop *linkages*, gain credibility in their communities, and execute sustainable projects- reputation

- **Networked**

  F4.1 Linkages: report feeling connected, grant supported or resulted in connections and linkages with other movement organizations

F4.2 Connected activism - partners: give examples of connected, networked activities with allies (movement actors who are already on the same page)

F4.3 Connected activism – stakeholders: give examples of connected, networked activities with stakeholders (movement actors who do not necessarily have preexisting aligned commitments; extra movement actors: government, donors, some NGOs)[58]

- **Impact**

  F5.1 self-advocacy: give examples of *others* – *beneficiaries* – taking on self-advocacy outside of the work of the organization.

  F5.2 group self-advocacy: give examples of *others* – *beneficiaries* – taking on group advocacy outside of the work of the organization.

  F5.3 gender equality: other measures of sustainable, transformative gender equality

- **Financial responsibility**

  F6.1 Accountability: utilize unrestricted funds both more carefully and more efficiently than other types of support

  F6.2 Financial independence: associate any of the above with unrestricted funding

[58] Frame bridging, *frame* amplification, *frame* extension and *frame* transformation. See also Jeff Juris.

Appendix G - 2009 Final Report Questions

Organizational Information

1. What is the full name of your group and your current contact information (mailing address, street address, telephone, fax, e-mail, website)? If the name of your group changed, kindly provide us with the new name and indicate why the change happened.

2. What was your grant award number? Grant amount?

3. Did the leadership of the group change during the grant period? If yes, kindly share the names and titles of the new leadership and explain the reasons for the change (ex. elections, retirement, etc…).

4. Please attach a page showing your group's actual income and expenses over the past year, specifically listing the money from the Global Fund. (It is not necessary to include copies of receipts or other documents related to the use of the funds.)

5. What is your projected organizational budget for next year and what time period will it cover?

6. How many paid staff does your group employ at this time? How many volunteer staff?

7. Please indicate the number of individuals who are served by your programs, specifically:
a. What is the number of Direct Beneficiaries (people directly served by or enrolled in your program)?
b. What is the number of Indirect Beneficiaries (people who may benefit from your work, but are not directly enrolled in your program)?

Activities

8. Please describe how your group specifically used the funds from this grant.

9. Please briefly describe all of your group's main activities/programs during the grant period.

10. Did your group change its goals, or the strategies it uses to advance its goals, over the past year? If so, please describe the changes.

Impact

11. Did the work of your group help to advance efforts to achieve the 3rd Millennium Development Goal (Promote Gender Equality & Women's Empowerment)? Specifically, how

did your work advance efforts to end violence against women, and/or promote women's political participation, and/or secure more equitable employment opportunities, property or inheritance rights for women?

12. Please share 1-2 success stories or illustrations of the grant's impact on women.

13. Did your group receive any media coverage during the past year? (For example, article in a local newspaper, featured on a radio program, etc.) If so, please describe.

Circumstances and Context

14. How have the political and economic conditions in your country or region influenced your work during this past year?

15. What have been the main internal and external difficulties you have faced in carrying out your activities during the grant period?

16. Have circumstances of the conditions of women in your community changed during the grant period (ex. new laws, crisis, etc..)? If so, kindly describe what has changed?

Organizational Development

17. What does your group want to accomplish in the next year?

18. Has your group secured other funding? Has the grant from the Global Fund for Women been helpful to you in obtaining grants from other funding agencies? If so, how? If not, why?

19. Did your group develop new contacts or networks during the grant period? If so, please describe.

20. Did this grant help strengthen the internal organizational capacity of your group? If so, how?

Feedback on GFW's Processes

21. Please share any feedback you may have on our grantmaking process and ways that the Global Fund can be more helpful to your group.

Thank you for taking the time to prepare this report. We look forward to receiving it.

Appendix H - 2011 MDG3 Final Report Questions

The Global Fund for Women
MDG3 FINAL REPORT PROCESS

Global Fund for Women

OVERVIEW

The Global Fund for Women supports women's groups that advance the human rights of women and girls. We strengthen women's groups based outside the United States by providing small, flexible, and timely grants for operating and project expenses. We value local expertise and believe that women themselves know best how to determine their needs and propose solutions for lasting change. We also believe that women and girls know how to best recognize change.

The Global Fund asks grantee partners to send Final Reports to share their reflections on their work and experiences throughout the grant period. Final Reports help us learn how our support strengthens your work and allows you to make suggestions to us about how our work can be improved. Moreover, it helps us understand the context and path of the overall movement of advancing the human rights of women and girls, which supports our work in advocating for more resources and funding for women's groups worldwide. We are able to compare the lessons learned by groups working on similar kinds of issues from countries in the same region or around the world. Through the Final Report, we hope to learn about the successes and challenges you have encountered in your work. Finally, our staff depends on the final report to help us make thoughtful and respectful future funding decisions.

GUIDING PRINCIPLES OF THE GLOBAL FUND FOR WOMEN

At the Global Fund for Women, we care not only about *what* we do, but *how* we do our work. We have ten key values that define us as an open, feminist, human-rights based, and learning organization. Our ten key values are:

- Respect
- Trust
- Openness
- Inclusiveness
- Diversity
- Flexibility
- Generosity
- Accountability
- Fairness
- Integrity

We use these values to guide our actions, interactions, and communications with each other and with Global Fund stakeholders. We do our best to reflect these values in all our grantmaking processes, from the Proposals to the Final Reports. These values define our Final Report format, where for example, we understand the **diversity** of experiences and ways of knowing how change happens; we are looking for your **openness and accountability** to share your work and learning; and we **respect** your time and **integrity**. Most importantly, we believe in **flexibility, generosity**, and **trust** – which is why we offer **general-support grants** for groups to use funds for whatever they think is most important during the grant period. This includes salaries, office rent, and other administrative expenses, and not just project-related costs.

MDG3 FUND

The Millennium Development Goal 3 Fund was launched by the Dutch Government to boost efforts around the United Nations' Millennium Development Goal 3 to promote gender equality and empower women. In 2007, the Global Fund for Women received a grant from the MDG3 Fund to provide grants to women-led, civil society organizations in Asia and the Pacific that are working to achieve the priority goals identified by MDG3. We used our grant to provide small grants to women's rights groups like yours, located in the Asia-Oceania region and working on the three priority areas of MDG3:

- Securing property and inheritance rights for women and promoting employment and equal opportunities in the labor market;
- Increasing women's participation in politics and public administration;
- Stopping violence against women.

WRITING YOUR FINAL REPORT

A Final Report is due at the end of your grant period. The grant period is one full year beginning from the day you receive the funds from your grant. The structure of the Final Report is divided into the following sections:

A. **Your Group and Grant Information**
B. **Your Circumstances and Context**
C. **Your Activities and Strategies**
D. **Your Impact, Assessment, and Learning: Numbers, Stories, and Reflections**
E. **Your Organizational Development**
F. **Your Feedback to the Global Fund for Women and Other Donors**

Under each of these sections, a series of questions will be asked to collect information on how you used your grant, what impact your group had over the year, and what your group learned throughout the process. Based on our core values, we encourage your openness and thoughtfulness in answering these questions. We value your expertise to improve the lives of women and girls, we are eager to learn about your successes, understand your challenges, and receive constructive criticism to enhance they way we support you and your work.

We find that the average narrative text of the final report (without financial information) is approximately 8-12 pages. We welcome additional pages and/or materials if you feel you have more to share with us about your work. Once you have completed your Final Report, please email asiapac@globalfundforwomen.org, with your grant request number in the subject line.

FINAL REPORT REVIEW PROCESS

Once we receive your Final Report, we will confirm its submission and begin its review it. Once it has been reviewed and the report is deemed satisfactory, you should receive a Closing Letter for your grant. Please note, we receive many Final Reports throughout the course of the year, and try to review the Reports in the order we receive them from all groups.

A. YOUR GROUP AND GRANT INFORMATION

Please help us remain up to date with your group's contact information and staff by providing the following information. In addition, please confirm your grant information.

a. What was your grant award number? What was the amount of the grant you received?
b. What is the full name of your group and your current contact information (mailing address, street address, telephone, fax, e-mail, website)? If the name of your group changed, kindly provide us with the new name and indicate why the change happened.
c. Did the leadership of the group change during the grant period? If yes, kindly share the names and titles of the new leadership and explain the reasons for the change (For example, elections, retirement, resignations, end of contract, etc…).
d. Please attach a page showing your group's actual income and expenses over the past year, specifically listing the money from the Global Fund. (It is not necessary to include copies of receipts or other documents related to the use of the funds, only a summary financial report is needed.)
e. What is your projected organizational budget for next year and what time period will it cover?
f. How many paid staff does your group employ at this time? How many volunteer staff?
g. Please indicate the number of individuals who are served by your programs, specifically:
    h. What is the number of Direct Beneficiaries (people directly served by or enrolled in your program)?
    i. What is the number of Indirect Beneficiaries (people who may benefit from your work, but are not directly enrolled in your program)?

B. YOUR CIRCUMSTANCES AND CONTEXT

We want to understand the context of your work through your words and perspectives. Please share with us the context of your work so we know the specific opportunities and challenges your group faces throughout the year.

1. Have there been any events that have affected the lives of women and girls in your country (for example, new laws, natural disasters, civil conflict, etc.)? If so, please describe how these events affected your work?
2. How have the political, economic, social, and/or environmental conditions in your local area affected your activities during this past year?
3. What have been the main internal and external difficulties you have faced in carrying out your activities during the grant period?
4. Who or what supported your work (for eg, other groups, movements, laws, and/or government
5. Were there any groups, movements, laws and/or government agencies that made it harder to do your work?

C. YOUR ACTIVITIES AND STRATEGIES

In this section, we want to know how you used your Global Fund grant and how this grant supported your activities. GFW grants are given in general support – "general support" to us means we allow you to spend the grant however you wish in order to achieve your goals and implement your activities. This means it may cover all or part of a particular program, but also may be used for operational costs like office rent and staff salaries. For the Final Report, we are interested in all of the activities of your organization, not only those supported by the GFW grant. By providing the full range of your work, we can better understand how much funding your group needs to complete its yearly activities, as well as understand how the Global Fund grant complements other types of funding.

1. To support your Financial Report, please describe in words how your organization spent the funds from the Global Fund grant.
2. Please briefly describe all activities your organization focused on during the grant period.
3. What are the key strategies your organization uses to do its work (ie. advocacy, training, theater, written media, direct services, etc)?
4. Did your group change its goals or the strategies it uses over the past year? If so, please describe the changes and why you made them.

D. YOUR IMPACT, ASSESSMENT, AND LEARNING: NUMBERS, STORIES, AND REFLECTIONS

In this section, we are interested in learning about how your work impacted women and girls in your community. We are particularly interested in learning how *you assess that impact and how you feel it contributes to the global women's movement. We are interested in 'numbers' (ie., how many women participated in your activity), 'stories' (ie, in what ways did the lives of women and girls improve?), and 'reflections' (ie. what worked and what did not work?). We are hoping to understand such issues at different levels, for example at the individual, community, national, and/or regional levels.*

1. How did your work contribute to the MDG3 goals – in other words, how did your work advance efforts to end violence against women, and/or promote women's political participation, and/or secure more equitable employment opportunities, property or inheritance rights for women?
2. In addition to the information you've provided through question 17, has your work advanced the rights and lives of women in any other thematic areas (ie. health, peacebuilding, education, legislation, etc.)?
3. Please share 1-2 examples of how your work changed the lives of individual women and/or girls.
4. Please share 1-2 examples of how your work supported positive changes at the community level.
5. Please share 1-2 examples of positive changes within your organization.
6. In what ways do you collect information to understand and analyze your impact? For example, do you collect individual observations, conduct interviews, organize surveys, etc.
7. How do you assess the impact of the work you do? Do you use specific assessment tools or frameworks? If so, have they been created within the organization or are they from other sources?
8. Please share 1 or 2 examples of how you do this assessment of your impact.
9. Did your group or activities receive any media attention (for example, through the radio, television, or newspaper)? If so, please describe.
10. What have been the main challenges you have faced in carrying out your activities during the grant period? Please think of different kinds of challenges at the levels of the individual, community, and organization.
11. Based on your challenges and successes during the grant period, what are the major lessons learned that would advance your work in the future?

E. YOUR ORGANIZATIONAL DEVELOPMENT

In this section, we hope to understand how the Global Fund grant enhanced your organizational capacity. The following questions help us understand the internal functioning of your organization and how we can better support you.

1. How do you wish to grow as an organization? Please share your vision for improving the work of your organization (ie. what skills, strategies, or resources do you need to achieve your mission?)
2. Did this grant enhance the capacity of your workers, both paid and unpaid? Please share 1-2 examples of how the work of the organization as a whole and/or individual staff members improved over this past year.
3. What does your group want to accomplish in the next year(s)?
4. How did your group decide on its priorities and approaches for the next year(s)?
5. Did your group develop any new partners or networks to help support its work and mission?
6. Has your group secured other funding? Has the grant from the Global Fund been helpful in obtaining grants from other

funding agencies? If so, how? If not, why?
7. Besides the Global Fund, where else will you look for funding?

F. YOUR FEEDBACK TO THE GLOBAL FUND FOR WOMEN AND OTHER DONORS

In order for us to improve our own work practices and processes, we hope to hear your reflections on the Global Fund for Women.

1. The Global Fund's grantmaking philosophy is based on providing flexible, 'general support' grants, that can be used how the group wishes, whether for staff salaries, rent, and other administrative costs, baseline studies, project and program activities, evaluation, or organizational capacity building. What did it mean for your organization to receive a grant like this?
2. Is there a **specific** reason why you applied to GFW in particular, instead of another funding source?
3. Please take the time to share any feedback you have on our grantmaking process and communication, and ways the Global Fund can be more helpful to your organization and others like yours.
4. How long did it take you to fill out this questionnaire? How useful was it for you? Do you have any suggestions for improvement (ie. changes in length, format, language)?
5. Is there a question that we should have asked for you to have better explained your work and successes?

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