Independent Mid-Term Evaluation of The Girl Generation End FGM Grassroots Fund

May 2018

(revised version in response to feedback, August 2018)

Jo Feather
Acknowledgements

This mid-term review was commissioned by Options Consultancy Ltd to inform the next phase of The Girl Generation Grassroots Fund.

The consultant would like to thank all those who contributed to the review, in particular the grantees and communities of women and men, in Kuria and Nyamira County Kenya, who generously gave up their time to share their personal stories and experiences in their quest to end FGM in their communities.

Thanks also to all the grantees who took the time to complete the on-line survey so thoughtfully, and made themselves available on skype and by phone to be interviewed for this review. This review has greatly benefited from their openness and willingness to share their experiences and thoughts on The Girl Generation Grassroots Fund to End FGM.

I am particularly grateful to the staff in Nairobi who arranged the grantee visits and provided all the documentation and information requested in a timely manner, and looked after me so well in Nairobi; particular thanks go to Alphonce Okoth, Rhoda Khombo, and Esmael Omar who accompanied me and arranged the visits in Kenya.

We are grateful for the support and participation of UNFPA and UNICEF Joint Programme and the Kenya Anti-FGM Board for making the time to meet with me during the MTR and having such frank and open conversations, along with other stakeholders including MamaCash and HDF.

Thanks to the senior team at The Girl Generation and Options for reviewing the first draft of the report, Richard Oteino, Faith Mwangi-Powell and Jo Hemmings.

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## Acronyms

- AMWIK: Association of Media Women in Kenya  
- ARP: Alternative Rite of Passage  
- CBO: Community based organisation  
- DFID: Department for International Development  
- DNH: Do No Harm  
- FGM: Female Genital Mutilation  
- GRO: Grassroots Organisation  
- HDF: Human Dignity Foundation  
- HFAW: Hope for African Women  
- IDP: Internally Displaced Persons  
- KWCWC: Kenya Women and Children Wellness Centre  
- NGO: Non-Governmental Organisation  
- OCA: Organisational Capacity Assessment  
- OD: Organisational Development  
- PO: Programme Officer  
- SCC: Social Change Communication
<table>
<thead>
<tr>
<th>TGG</th>
<th>The Girl Generation</th>
</tr>
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<tbody>
<tr>
<td>USP</td>
<td>Unique Selling Point</td>
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Executive Summary

The Girl Generation: Together to End FGM is a DFID-funded social change communications initiative led by Options, in consortium partnership with Foundation for Women’s Health Research and Development (FORWARD).

The Girl Generation provides a global platform for galvanising, catalysing and amplifying the Africa-led movement to end Female Genital Mutilation (FGM). It aims to achieve this through its members and partners; a global collective brought together by a shared vision that FGM can – and must – end in this generation. The Girl Generation supports grassroots organisations (GROs) to strengthen their social change communications to end FGM, by catalysing and amplifying the voices of the African movement and linking them together and to the wider global audience in order to build a critical mass for change. Through this, The Girl Generation will help to unlock regional, national and international commitments, to increase resources that can sustain and scale up these efforts to end FGM.

The End FGM Grassroots Fund, funded by Human Dignity Foundation (HDF), was designed during the first quarter of 2016. The approach was piloted through an invitation only call in Kenya, Nigeria and The Gambia. This phased approach allowed the team to test the design prior to having an ‘open call’ and make any modifications required at that point. Learning from the pilot phase was used to adapt the design moving forward and enabled the team to respond to the feedback they were receiving. This approach to learning and adapting as they go is a key characteristic of the programme and the team’s way of working.

After two years of implementing the grants programme, and having rolled out to 8 of the 10 countries, a mid-term review (MTR) was commissioned by Options to review the relevance, effectiveness and impact, efficiency and potential sustainability of the programme. The purpose of the MTR, as outlined in the terms of reference, is three-fold:

- To ensure accountability to donor(s) by assessing results and impact
- To capture and promote learning from the grants programme, to ensure continual improvements for the programme, our members / grantees, and the wider community of grant-makers and donors
- To strengthen the evidence-base for Grassroots Funding to end FGM

The End FGM Grassroots Fund is a unique programme funding small GROs to work creatively and innovatively at community level to shift norms around FGM. There is no other funding available for this single issue that works in this way at such scale. The support and guidance it provides to potential grantees around social change communication (SCC) and do no harm approaches appear to have shifted the way many organisations and groups address FGM in their communities. Tangible results are starting to emerge around an increased acceptance by communities to discuss the
issue more openly, albeit with evidence of the practice increasingly being driven underground, and ‘deviants’\(^1\) still being ostracised and stigmatised.

The MTR took place over a three-month period from mid-February to mid-May 2018. Below is a summary of key findings and conclusions.

**Relevance:**
- The MTR found that the End FGM Grassroots Fund has been largely successful in reaching its intended target group of GROs and activists who had not received other funding for their work. The evaluation found that just under half of grantees reported not having had any other funding. Even for those who had received other funding, the amounts they had received (as shared in project application forms) were relatively small, and very few were receiving grants from international donors.
- The level of demand for the grants programme is high, especially among existing grantees, and the programme needs to think carefully about priorities and eligibility of grants moving forward. There are a number of issues to consider including offering a closed round for existing grantees only, or opening up to high prevalence areas where previously there have been few applications.
- The overwhelming view of grantees, who participated in the MTR either through interviews or through an online survey, was that they were happy with the way the programme was run, with the communication they received and the administration of the grants and reporting. Some grantees complained of the length of time it took to receive funding, mainly those from the new Francophone countries, and a few mentioned slowness in responding to emails, but the majority view was positive and grateful.
- The grants programme is funding a variety of approaches and target groups working to end FGM and there is some promising evidence emerging around pockets of social change occurring, albeit fairly anecdotally at present.

**Effectiveness and Impact**
- The MTR found that the End FGM Grassroots Fund is performing well against its objectives (See Text Box and Annex) and appears to be on track to meeting them

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\(^1\) In this case, positive deviants are those who abandon FGM in spite of prevailing social pressure to carry on practicing it.
by the end of the programme. The next phase of the grants programme will be critical in securing evidence around objective 2, the scale up of a range of efforts to promote social change, but at present there is sufficient evidence that the funded grants are employing a range of SCC activities.

- The capacity building element of the programme has been particularly effective, with a very large number of grantees reporting that the SCC training and do no harm approach had particularly impactful, resulting in significant changes in how organisations developed their messages and communications around FGM for their communities. The Child Safeguarding training has also resulted in all the participating organisations either having developed a policy, or being in the process of doing so. This is a significant achievement, as many of these organisations had not considered child safeguarding before.

- The Grassroots Fund adds significant value to the DFID-funded component of The Girl Generation in that it:
  - Gives organisations an opportunity to embed the learning from the SCC training, provided through the DFID-component, through funding their activities.
  - Provides opportunities for GROs to come together, develop joint programmes of work, and learn from each other. This has contributed to strengthening the sense of solidarity among those in the movement.
  - Funds activities at community level aimed at increasing community dialogue and conversation to further the aim of ending FGM, run by organisations that other larger donors are not funding. This is critical to the development of a vibrant and powerful movement to end FGM.
  - Through these small grants, it is hoped that The Girl Generation will be able to contribute to the evidence base of what works to end FGM in different contexts.

**Efficiency**

- It is evident to everyone involved that the Grassroots Fund benefits significantly from the infrastructure built around the DFID-The Girl Generation programme. With DFID funding coming to an end in January 2019, before that of the Grassroots

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### End FGM Grassroots Fund Objectives:

1. To increase access to funding for the grassroots movement to end FGM.
2. To scale up a wide range of efforts to promote social change to end FGM.
3. To build the capacity of grantees effectively to plan, implement, and scale up social change initiatives to end FGM (including their capacity to access additional funding sources in future).
Fund, it is less clear how the Fund will continue to operate when this part of the programme closes. There are a number of key positions that support the functioning of the Fund, that are cost-shared between the two donors, such as the Programme Officers (POs) and other support structures, and this poses a risk to the Fund when DFID funding ceases. The team is working to address options for what the Fund structure will look like after this, but it is clear that many of these positions play critical roles in the high functioning of the Grassroots Fund.

- The Girl Generation has been designed as a global platform to bring together organisations and individuals to work collectively to end FGM. The programme has two principles donors, DFID and HDF currently, and a few others supporting specific components. Whilst the Grassroots Fund has been developed to add value to the global platform and vice versa, due to the nature and conditionalities of the donor funds, the two components do not appear to be fully integrated in terms of how they are perceived internally and operationally, and how the support structures function. As The Girl Generation moves forward into its next phase, it will be crucial to consider how to bring the two components of the programme together to share resources more effectively, in particular the monitoring and evaluation (M&E) team (see recommendations below).

Sustainability
- Many of the grantees are small, low capacity organisations, and as such would benefit from longer-term investment providing flexible, core funding and support to the infrastructure of the movement. This is an important strategy to support the strengthening of social movements, and one that The Girl Generation should consider.
- 13 organisations reported in the grantee survey that they had subsequently successfully secured additional funding for their activities to end FGM from other donors. Of those that provided the amount secured and specified the currency, the total secured was just over $150,000USD².
- The End FGM Grants programme has made significant strides in building the capacity of a number of their grantees, but as the Fund grows, and more grants are awarded, this becomes harder to achieve due to limited resources and logistics. The team is looking into different ways it can continue to support organisational strengthening of its grantees in more cost-effective, innovative ways. This is clearly an important development as building the capacity of these organisations should not be under-estimated as a key strategy for strengthening the movement.

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² Some respondents did not specify an amount or a currency, so this figure is derived only from those that did. Therefore, the real amount is likely to be slightly higher.
• The Fund can only continue with additional external funding, and this has been a big focus for The Girl Generation team this year. So far, an additional $18,296 has been secured from Wallace Global Fund for youth-focused work through the ‘Turn up the Volume’ leadership project. A number of discussions are ongoing with potential donors, but details of these are confidential as nothing has been secured. However, there is little doubt that The Girl Generation will have left a lasting legacy in that many of these organisations, who had never received funding before, are in a better place to access funds from other donors due to their experience with The Girl Generation. The reality remains that funding is limited and their options are scarce.

The Grassroots Fund is at a cross roads with the DFID–The Girl Generation funding coming to an end in January 2019 and the Grassroots Fund actively seeking funding to enable it to continue for another phase. There are much larger strategic questions at play around the structure of the team and the organisation, and rethinking what its core focus should be. These questions are largely out of the scope of this review, but what is clear is that the Grassroots Fund does appear to be supporting the development of a social movement to end FGM and there are a large number of very deserving organisations that would benefit from another phase of The Girl Generation End FGM Grants programme.

**Promising approaches**

A number of promising approaches were shared by grantees:

• **Working directly with parents** at the household level, as opposed to larger community dialogues involving parents. One grantee explained how they were looking to shift behaviour at a household level, which they believed would then influence other families’ decisions. This is in line with social norm theory and the power of the reference group.

• Two of the grantees interviewed in Kenya were focusing their work on **young men**, in particular around challenging norms around only marrying girls who have been cut (Marakwet girls and Msichana empowerment). Traditionally much of the work around FGM has been focused on women as the key decision makers around the practice, but these organisations have opted to look to the future decision makers and to try and shift how uncut girls are viewed by their potential husbands.

• There were some really great examples of where **partnerships had been developed among grantees** both to learn and share promising practices, but also to develop joint proposals to submit to another donor. Grantees appear to be inviting each other to their activities and events, and in one case an exchange visit was supported by The Girl Generation for grantees. These activities are without doubt contributing to the strengthening and widening of the movement to end FGM.
• One organisation explained how they had moved away from discussing FGM as a health and human rights issue as this is no longer working in the communities in which they work. Communities now have arguments to levy against that messaging, so they now approach ending FGM from a context of debunking commonly held myths and misconceptions at community level, and use their messaging to try and correct any falsehoods.

• Several of the communities mentioned examples of successful young women who had not undergone FGM, and how sharing those stories of girls who stayed in school, didn’t get pregnant, married ‘well’ or got good jobs seemed to carry great weight with community members, leading to them being more likely to question their beliefs around FGM.

• Role models. The importance of showcase women and men who have made ‘deviant’, or different choices has immense value in challenging community perceptions around the practice. Many projects work with women and men who are comfortable to stand up and share their experiences as role models for the ending of the practice. In some cases, these individuals shared how they are often asked to speak at different events, at church, at men’s or women’s groups, at schools etc.

Recommendations

1. Focus and prioritisation.

For future funding rounds:

• Consider operating a targeted call for existing grantees showing promising results, rather than opening it up to other organisations, to maximise opportunities for sustainable benefits.

• Consider implementing two funding windows in a Phase Two: one for small, first-time GROs, and another providing multi-year funding to existing grantees that have shown promising results.

• Consider restricting the call to areas of high FGM prevalence to attract new applicants.

2. Capacity building and organisational strengthening

• Consider how to roll out capacity building to all grantees, through innovative and piggy-backing strategies to maximise resources, including during grantee ‘engagement (monitoring) visits’.
3. Monitoring and evaluation

- Consider revising the grantee reporting template to ensure more of a focus on the ‘so what?’ of change. Provide support to grantees on how to capture the scale of change, through asking clear guiding questions in the template.
- Monitoring / engagement visits to grantees could be used as an opportunity for outcome harvesting.
- Capture stories of change approaches in a multiplicity of ways; including using video, technological innovations such as new apps like Makerable\(^3\), or peer led qualitative research to capture impact stories.
- Project and programme level monitoring needs to become more streamlined, with reviewing and extracting of data from reports becoming much more routine.
- Revisit the role of the M&E team in the Grassroots Fund.

\(^3\) See main report for further discussion on options [https://about.makerble.com](https://about.makerble.com).
Introduction

The Girl Generation: Together to End FGM is a DfID-funded social change communications initiative led by Options, in consortium partnership with Foundation for Women’s Health Research and Development (FORWARD).

The Girl Generation provides a global platform for galvanising, catalysing and amplifying the Africa-led movement to end FGM. It aims to achieve this through its members and partners; a global collective brought together by a shared vision that FGM can – and must – end in this generation. The Girl Generation supports GROs to strengthen their SCC to end FGM, by catalysing and amplifying the voices of the African movement and linking them together and to the wider global audience in order to build a critical mass for change. Through this, The Girl Generation will help to unlock regional, national and international commitments, to increase resources that can sustain and scale up these efforts to end FGM.


The Girl Generation provides the platform for the reach and impact of the End FGM Grassroots Fund, funded by HDF. The platform allows the End FGM Grassroots Fund (implemented in the same ten African countries as The Girl Generation) to capitalize on existing resources and capacity to achieve the shared aim of ending FGM. The fund provides a vital opportunity for strengthening the Africa-led movement to end FGM, by enabling GROs to access critical resources for their work through a flexible, rapid response and accessible funding mechanism.

The End FGM Grants Programme is underpinned by the objectives of The Girl Generation’s Strategic Plan and has the following specific objectives as outlined in the Monitoring, Evaluation and Learning plan (May 2017).

1. To increase access to funding for the grassroots movement
2. To scale up a wide range of efforts to promote social change to end FGM
3. To build the capacity of grantees effectively to plan, implement, and scale up social change initiatives to end FGM (including their capacity to access additional funding sources in future)

The End FGM Grassroots Fund was designed during the first quarter of 2016, and the approach was piloted through an ‘invitation only’ call in Kenya, Nigeria and The Gambia. This phased approach allowed the team the test the design prior to having an ‘open call’, and make any modifications required at that point. Learning from the pilot phase was used to adapt the design moving forward, and enabled the team to respond to the feedback they were receiving. This approach to learning and adapting as they go is a key characteristic of the programme and the team’s way of working. The diagram below shows the timeline for the grants programme to date.
Figure 1. Timeline of End FGM Grants Programme

After two years of implementing the grants programme and having rolled out to 8 of the 10 countries, an MTR was commissioned by Options to review the relevance, effectiveness and impact, efficiency and potential sustainability of the programme. The purpose of the MTR, as outlined in the terms of reference, is three-fold:

1. To ensure **accountability** to donor(s) by assessing results and impact
2. To capture and promote **learning** from the grants programme, to ensure continual improvements both for the programme, our members / grantees, and the wider community of grant-makers and donors
3. To strengthen the **evidence-base** for grassroots funding to end FGM

Key questions the evaluation sought to answer were:

**Relevance**

- What has been the grantees’ experience of the programme (from hearing about the programme through to application and funding)?
To what extent is the grants programme meeting the needs of the target groups? What is the level of demand for the grants, and do current levels of funding meet this demand?

Does the manner in which grants are dispersed result in grassroots groups accessing funding in a quick and simple manner?

**Effectiveness and impact**

- To what extent is the programme on track to meet its objectives?
- What are some of the pathways though which grantees are accelerating change?
- What evidence is there for impact?
- Are grants contributing to the growth of a social movement in their countries and beyond?
- What categories of beneficiaries are the grants targeting?
- What are some of the strengths and weaknesses of the grants programme design and processes?
- Does the current M&E system capture sufficient evidence of impact on the ground? How could it be strengthened?

**Efficiency**

- Is it cost effective to invest in grassroots groups?

**Sustainability**

- To what extent has the grants programme contributed to organisational sustainability of grantees?
- Has the grants programme helped grantees secure additional resources?
- What have been the major challenges in securing additional funding to date?

The first part of this report outlines the methodology and limitations to the review; the following section outlines the key findings under each of the headings above, using data from the desk review, grantee surveys and skype and face-to face interviews. The next section pulls out some specific examples of promising approaches that emerged from the MTR, the final section addresses the conclusions and recommendations emerging from the findings.

**Methodology**

**Overall approach**
The aim of the MTR was to capture learning from the programme to inform any adaptations to the next phase, and as accountability to the donor by assessing achievements to date and provide an indication of impact. The MTR set out to answer a series of key questions as identified by The Girl Generation team (with inputs from HDF) and following refinement by the external mid-term reviewer. The questions largely followed the OECD-DAC criteria.

Data collection and analysis took place during March – May 2018. A mixed method approach was adopted to gather both qualitative and quantitative data, using four main data collection methods; document review, grantee online survey, semi-structured interviews with key internal and external informants, including grantees, and an in-country visit with face to face meetings with community members and grantees.

The in-country visit took place in Kenya, with grantee visits and interviews taking place in Nairobi, Kuria and Nyamira counties.

<table>
<thead>
<tr>
<th>Data collection method</th>
<th>Data source</th>
<th>Expected sample</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Document review</td>
<td>Internal programme documents and application documents</td>
<td>As provided by the team</td>
<td>Background documents including design and pilot evaluation documents, call for proposals and reporting templates, training reports, selection of monitoring reports</td>
</tr>
<tr>
<td>Reports to HDF</td>
<td>All reports submitted and made available</td>
<td>2016 Annual report</td>
<td>2017 Annual report</td>
</tr>
<tr>
<td>Selection of grantee proposals and reports</td>
<td>31</td>
<td>34 grantee applications, 5 annual reports and 10 quarterly reports reviewed – see annex for list</td>
<td></td>
</tr>
<tr>
<td>Interviews (telephone and skype)</td>
<td>Internal team members (Global Director, Programme management team, Board member)</td>
<td>4</td>
<td>9 staff interviews conducted with the Director, current and previous Grants Managers, Assistant Grants Manager, Programme Managers, M&amp;E team, 3 in-country Programme Officers</td>
</tr>
</tbody>
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4 [www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm](http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm)
Grantees

<table>
<thead>
<tr>
<th>Grantees</th>
<th>10 grantees</th>
<th>6 interviewed by telephone and a further 6 face to face.</th>
</tr>
</thead>
</table>

External stakeholders
(donor representative, other grants programmes, TGG members) Approx. 4

| External stakeholders | Unspecified | Donor representatives Programme Director, MamaCash Director, Anti-FGM Board, Kenya UNFPA representative, Kenya UNICEF representative, Kenya |

Grantee online survey (survey monkey)

<table>
<thead>
<tr>
<th>Survey monkey developed and circulated by email to all grantees (140+)</th>
<th>100% of grantees will receive the survey for completion (approx. 147)</th>
<th>88 responses received (approx. 60% response rate)</th>
</tr>
</thead>
</table>

Country visit

<table>
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<tr>
<th>Meet with a selection of grantees, visit to communities and interact with beneficiaries where possible</th>
<th>3-4 grantees depending on location and availability</th>
<th>6 grantees met in Kenya, three focus groups held with community members and volunteers.</th>
</tr>
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</table>

Sampling

A combination of purposive and random sampling was applied to the MTR to ensure a good representation of countries, recipients in different grant rounds and size of grant. The location of the country visit was specified by The Girl Generation team based on criteria around access to on-going grantees, and to maximise the opportunity presented by the Pan African Youth Summit to end FGM that was taking place at the beginning of the MTR visit.

At the time of developing the sample for the MTR, 147 grants had been funded or approved for funding\(^5\) since the launch of the grants programme, according to the document provided by The Girl Generation team in February 2018 entitled ‘Annex 2 - Detailed Grantee List Jan18 Updated’.

Grantees that were sampled for the document review and interviews were sampled according to the following criteria:

1. **Funding Round** (Round 1 – 6, and Francophone)
2. **Country** (Kenya, Nigeria, The Gambia, Senegal, Burkina Faso, Mali, Somaliland, Sudan)

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\(^5\) The current total as at May 2018 is 160.
3. Size of grant (small, medium, large and travel grant).

The number of projects sampled in each category was based on the proportion of grants to the overall number of grants awarded. This breakdown is shown in Table 1 below and detailed in Annex 1. For example, 60% of those sampled received small grants, 23% medium grants and 3% large grants, 18% were Francophone grantees and between 18 – 23% were from Rounds 1 – 3, with a smaller proportion, around 5%, from rounds 4 – 6.
### Table 3: Number of Round 1, Francophone, and Sample by Country and Type of Grant

<table>
<thead>
<tr>
<th>Country</th>
<th>Small</th>
<th>Med</th>
<th>Lrg</th>
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### Table 4: Suggested sample size for each round, each country and type of grant

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### Table A.2: Number of 2019 grants awarded to Francophone recipients by country and type of grant

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<th>Type of grant</th>
<th>Number of grants</th>
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<td>17.63%</td>
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<tr>
<td>Medium</td>
<td>27</td>
<td>18.37%</td>
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<tr>
<td>Large</td>
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<td>23.13%</td>
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<tr>
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<td>33</td>
<td>22.64%</td>
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### Table A.3: Number of 2019 grants awarded to Francophone recipients by country and type of grant

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<th>Type of grant</th>
<th>Number of grants</th>
<th>% of total grants</th>
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<td>Small</td>
<td>26</td>
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<tr>
<td>Medium</td>
<td>27</td>
<td>18.37%</td>
</tr>
<tr>
<td>Large</td>
<td>34</td>
<td>23.13%</td>
</tr>
<tr>
<td>Travel</td>
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<td>22.64%</td>
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### Table A.4: Number of 2019 grants awarded to Francophone recipients by country and type of grant

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<th>Type of grant</th>
<th>Number of grants</th>
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<tr>
<td>Small</td>
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<td>Medium</td>
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<td>Large</td>
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<td>23.13%</td>
</tr>
<tr>
<td>Travel</td>
<td>33</td>
<td>22.64%</td>
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</tbody>
</table>
Table 1. Projects sampled for document review and interviews
Once the desired sample size was agreed, projects were selected at random from the spreadsheet provided by The Girl Generation grants team. Every third project in a given round, country and grant size was selected, where there were only two then the second was selected, where there was only one then that one was selected, and so on. The grantees to be interviewed were selected at random from amongst the grantees whose reports had been reviewed.

**Grantee survey**

A grantee survey using SurveyMonkey was circulated to all current and past grantees (Annex 7). When the survey closed, we had received 88 responses in total - 74 from Anglophone grantees in Kenya, Nigeria, The Gambia, Sudan and Somaliland, and 14 from Francophone grantees in Mali, Burkina Faso and Senegal, as illustrated in the figure below. This represents a 60% response rate, which is very high and in itself is a strong indication of the level of satisfaction and engagement of grantees with this programme. The analysis presented in the report is disaggregated by Anglophone and Francophone grantees, not to enable direct comparison, but due to the difference in number of respondents.

![In which country does your organisation work?](image)

Figure 2. Where organisations responding to the survey were based

**Organisational Information**

- A large proportion of grantees responding to the survey were relatively new organisations: 49% of them were founded between 2011 – 2017, 33% between 2000 – 2010, and a much smaller 18% from 1999 or earlier.
- 65% of Anglophone grantees’ senior leadership is female, and 75% of Francophone. 61% and 64% of Anglophone and Francophone organisations respectively have had a female director.
• 91% (Anglophone) and 86% (Francophone) were already members of The Girl Generation, with 14% of Francophone grantees intending to become members in the near future.
• 61% of Anglophone grantees’ activities had finished and 39% were on-going
• 69% of Francophone grantees had on-going activities and 31% have been financed but activities have yet to begin.

**Interviews:** 10 organisations were selected from the sample of 31 projects to be interviewed, from Nigeria, The Gambia, Senegal, Mali and Burkina Faso. As these organisations were selected at random from the sample of projects reviewed, not all of them had access to Skype or reliable/reedy access to email. Despite following up with many of these grantees over a six-week period, only six organisations could be contacted by telephone / Skype for interviews from Nigeria, The Gambia and Burkina Faso. A further six were interviewed during the visit to Kenya, taking the total grantees interviewed to 12.

**Country Visit:** Kenya was selected for the country visit in part to take advantage of the Pan African End FGM Youth Summit that was taking place during the country visit. Grantees were visited in Nairobi, Kuria, and Nyamira counties.

**Data analysis**

The data analysis was largely qualitative, with the exception of the data received from the grantee survey. Textual analysis was undertaken for all the grantee application forms and reports, and data organised according to evaluation questions. Interviews notes were written up and subsequent analysis was done according to evaluation questions. All data was triangulated to enable a thorough exploration of each evaluation question.

**Limitations**

As highlighted above, a major limitation to the review was the difficulty in getting hold of many of the grantees for interviews. Initial introductory emails were sent by the grants team and then followed up by the consultant numerous times, but many messages were left unanswered or individuals were difficult to get hold of. This was in part due to some organisations not having access to reliable Internet connection or Skype accounts. A few grantees were contacted by telephone but connectivity was also a challenge.

There was only available budget for one country visit but we were able to maximise this opportunity by coinciding the visit with the Pan African End FGM Youth Summit, which many grantees were attending. This enabled the MTR to speak with additional grantees and hear about some of the approaches people were using to end FGM in their communities at first hand.

The MTR was not designed to undertake extensive research at community level to assess the degree of change or effectiveness of individual grants, however some engagement at community level was necessary to get a feel for the context in which the grantees are working and some of the key activities being undertaken. Due to the short time for the visit, and the public holiday that fell in the middle of the visit, there
was limited time to interact at the community level, which meant that collecting positive approaches, stories of change and beneficiaries’ experiences was limited. Some interaction with communities did occur but it is not possible to draw any definitive conclusions on the scale of social change that is taking place across the programme. Impressions from the visit to Kenya are included but it is important to remember these impressions are based on a limited sample of grantees, purposively selected by The Girl Generation team.

Due to the in-county visit taking place in Kenya, this MTR is likely to be biased towards the Kenya programme. Where relevant, findings have been triangulated with the survey responses and interviews with grantees from other countries, but one should be aware of this potential bias when reading the report.

For the final evaluation, it is recommended that at least two or three countries are visited, to really understand the contextual nuances of the programme.

**Key Findings**

**Relevance**

‘Is the grants programme meeting the needs of the target groups?’ and ‘What has been the grantees’ experience with the programme?’ were the questions used to frame the exploration of the relevance of the programme.

The End FGM Grassroots Fund was set up after the launch of The Girl Generation, to ensure that funds were available and accessible to GROs. This is a critical part of The Girl Generation’s movement building strategy. Having launched The Girl Generation, it became apparent to the leadership, and to the donor, HDF, that there was a huge gap in funding to grassroots end FGM activities. The individuals and organisations that worked tirelessly at community level to change attitudes, norms and practices around FGM were often missed out, ignored or side-lined by international funders in favour of larger, more established organisations, and many of the donor processes were onerous and excluded them. If a truly Africa-led movement was going to be supported, funding needed to be made available to these groups to allow them to roll out and scale up their interventions. That was the vision for the End FGM Grassroots Fund.

Without exception, the impression of The Girl Generation staff and stakeholders was that the Fund has been attracting applications from GROs, many of whom have never received funding for their end FGM work before (just over half of survey respondents reported The Girl Generation as their first donor). The Girl Generation POs’ knowledge of the organisations applying and their role in identifying and publicising the grants programme has been instrumental in ensuring relevant organisations are accessing, and selected for, the funding available.

“In Nigeria, we are reaching the low capacity, community based organisations, with very little structure, many of them can only afford one room office in local government [premises]. Sometimes they have no financial management capacity, most of our grantees are small organisations. When we get the applications, many of the applications are from medium to large scale organisations, and they put up very interesting applications, but ultimately, they have access to larger donors, so we sift out the smaller ones.” (Interview with TGG Programme Officer)
The use of invitation only calls in Somaliland and the Francophone countries has improved the targeting of the programme and its ability to reach its intended grassroots audience. This has also meant that other organisations are not wasting time and effort in applying for funding they are unlikely to get, and ensures staff can use their time more efficiently. Clearly the potential demand for this grassroots funding is enormous, and needs to be managed as cost-effectively as possible, while staying true to the principles of openness and accessibility to small organisations.

Grantees develop their own projects based on their knowledge of the communities in which they work. It is a requirement for the grants programme that organisations demonstrate they have been working on ending FGM or a related area of women’s rights, gender-based violence (GBV), youth activism or communication for change already, to avoid the so-called ‘briefcase NGOs’ forming in response to available funds. Of the applications reviewed for the MTR, many were from organisations that worked more holistically on women and girls’ rights and health programmes, often with a focus on sexual and reproductive health and rights (SRHR), HIV or broader empowerment goals. Some of them had not been specifically working on FGM so this was a new area for them, whilst others had been addressing it as part of a larger project around SRHR or violence against women and girls (VAWG/GBV). For many, this was the first FGM focused project they had developed, in part to respond to The Girl Generation’s call for proposals, but in many cases to deepen or scale up an existing intervention on FGM that had been part of a different project. Organisations reported that this funding was unique in that it was supporting a single issue for which there has been limited funding in the past. Not many donors are supporting initiatives to end FGM specifically, and The Girl Generation was very welcomed in this respect. The interviews, visits and applications all provided evidence that the proposals being funded by The Girl Generation are well grounded in the needs of the community. Individuals leading and working in the organisations appear to be well connected at community level, with a good understanding of the needs and issues of their target groups, either because they come from and reside in those communities, or where they are external to the area, as in the case of Association of Media Women in Kenya (AMWIK), they have recruited local facilitators / activists to lead the work at the grassroots level.

Other FGM funding, such as that being provided by the UNFPA / UNICEF Joint Programme on FGM/C provides support to much larger NGOs and INGOs, rather than the GROs that the Grassroots Fund is prioritising. The End FGM Grassroots Fund can fund the organisations that other larger donors are unable to. During an interview with UNFPA and UNICEF representatives of the Joint Programme, they expressed their strong support of the Grassroots Fund, and reiterated the importance of The Girl Generation funding the organisations and activists that they are unable to support. It is clearly crucial to ensure a variety of funding mechanisms are available for different types of organisations, in order to promote the abandonment of this practice.

What this all demonstrates is that the End FGM Grassroots Fund appears to be successfully reaching its intended audience – GROs – and that through its processes and procedures it is accessible to, and manageable for, low capacity organisations. This is explored further below.
Grantees’ experience of the programme

Figure 3 (below) illustrates how grantees heard about the Grassroots Fund. Most commonly this was through attending a training event organised by The Girl Generation (44% - 64%), followed by social media (38% - 43%). This is consistent with findings from grantee interviews, where they mentioned hearing about the Fund during Social Change Communications (SCC) training. This highlights the important synergy between the two programme components, and how useful the Grassroots Fund has been in embedding the learning from the training, and ensuring organisations are able to put into practice what they have learnt.

![Bar chart showing how organisations heard about The Girl Generation End FGM grants programme](chart.png)

In terms of ease of access to the fund, many grantees who responded to the survey and who participated in Skype interviews were satisfied with the ease of access of the grants programme. 32% (22n) of Anglophone respondents found it very easy to access, and 40% found it somewhat easy, with 25% reporting that it was a little difficult. Francophone grantees had more difficulty accessing the fund with half (7n) reporting it was somewhat easy and the other half feeling it was a little difficult. The application guidance on the whole was very easy to understand and complete (58% and 21%), or somewhat easy to understand (36% and 50% respectively). All the grantees interviewed reported the application process to be accessible; the guiding questions supported them to complete the application form.
14 respondents used the **video concept note** and reported that they found it incredibly useful. This sentiment was echoed by three of the grantees who were interviewed face to face in Kenya. Two of them reported having been unsuccessful using the full application form but found that they were better able to express their ideas and explain their organisation and their activities using the video application, i.e. to ‘sell’ themselves more effectively.

**Reporting** was also largely perceived to be clear and easy to understand. 86% of Anglophone and 62% of Francophone grantees found the reporting requirements ‘clear and easy to understand, and templates easy to complete’. A word cloud of the responses from Anglophone grantees responding to the survey is shown below.

“A very high proportion of respondents expressed satisfaction that the funding enabled them to meet the needs of the community in a flexible way – 96% of Anglophone and 100% of Francophone respondents were very satisfied or somewhat satisfied. Grantees expressed their appreciation of the End FGM Grassroots Fund and mentioned that the funding was filling a gap – this was reiterated by a number of grantees during the Skype interviews as well.

83 grantees responded to the open-ended question asking them to **detail their interaction with The Girl Generation grants team in Nairobi and the in-country Programme Officers (PO).** Most responses were overwhelmingly positive about their interaction and used works like: friendly, open, passion, positive, supportive, cooperative, honest.
Below are some responses from survey respondents on the excellent communication and feedback received from the grants team:

“We had an awesome experience interacting with Girl Generation team in Kenya, they go out of the way to give us useful ideas on institutional development and network building among others” (Grantee)

“We have had several trainings on SCC, capacity building on how to do child safeguarding policy, do no harm policy, they have shared useful resources and have had their staff join our training and improve our processes as well as contribute ideas on how we can do our work better. They have even joined our strategy meetings. So far, the interaction has been excellent. Please keep up the good work.”

« La transparence et la fluidité de la communication avec Génération Fille est un point fort a notifier » « Transparency and fluidity of communication with TGG is a strong point to be noted » (Francophone grantee)

« Avec l’équipe de Girl Generation de Nairobi et la Chargée de programme basée dans mon pays, nous avons eu des relations très amicales et professionnelles. Les échanges de mails, les appels téléphonique et souvent les rencontres physique pour échanger nous ont permis d’avancer très rapidement sur notre proposal. » « With The Girl Generation team from Nairobi and the Program Officer based in my country, we had very friendly and professional relationships. Exchanges of emails, telephone calls and often physical meetings to exchange allowed us to advance very quickly on our proposal. » (Francophone grantee)

Respondents gave a number of examples of how their participation in the programme has benefited them and their organisations:

“The TGG grant doesn’t require complex procedures that are applied by main funders thus depriving youth and grassroots organizations funding opportunities. Our communities need more social and communication activities and our grant enabled us [to] implement the right programs for our targets. While we targeted traditional leaders and institutions, we were also able to work with young people - these are both important actors in the end FGM movement.”

“There is limited funding available to organisations working to eliminate the practice of FGM and having an organization (TGG) bridge this gap and provide resources to engage our communities in the End- FGM movement.”

“I am convinced that the funding has enabled us [to] meet the needs of the community in terms of creating awareness on FGM/C in schools and empowering young girls. The research agenda that looked into emerging trends of FGM/C also informed on the patterns of FGM/C in our community and it informs future interventions.”

“The fund has helped us to engage our target audience in terms of increased sensitization about FGM abandonment. We were able to amplify our voices to those who were not aware that FGM is now an illegal cultural practice in Nigeria with punishment to be meted out to perpetrators.”
Ten respondents specifically mentioned the usefulness of the training they had received on child safeguarding and SCC, and how the programme has supported them to increase their capacity.

A few respondents felt that communication had not been as good as they had hoped:

“Our interaction with the grant team in Nairobi was also helpful to an extent. However, there is a need for more communication at this level because we used to wait for a long period for responses or feedback on reports”

“Well at times the team request to visit, then they have to postpone the visit which throws all our plans off balance especially when they pick another date.”

“It was a great interaction with the team. Missed out on training for grantees and it would be great if communication can be improved”

“The grant team in Nairobi is recently not very quick in replying to mails.”

Where grantees expressed any dissatisfaction, it was around both the length of time they had for implementation and the size of the grants being inadequate to achieve
what was needed. Nine out of 55 respondents mentioned the inadequacy of funding to meet the level of demand for their activities in the communities:

“The needs on the ground are very overwhelming in relation to the funding we got. This is especially on the inter-generational dialogue which we implemented as an activity when in the actual sense from feedback after the meetings it should be a full proposal in itself. “

“The grant period is somewhat short (six months). It makes us feel like we are rushing to implement all programs within that period.”

The only other recommendations for improvement were to offer more training and capacity building to grantees, and where an evaluation finds promising results, the grants team should consider an automatic renewal of funding.

Effectiveness and impact

To what extent is the programme on track to meet its objectives, and to what extent is it contributing to social change towards ending FGM? The following section examines data available for programme level indicators. Some data is presented for the entire grants programme, while other data relates to the specific sample of grantees included in the MTR. First, we look at each programme objective and indicator, and then move to examine what evidence we have around pathways grantees are using to accelerate social change, and what evidence is emerging that norms and practice are changing, if at all.

Objective 1. To increase access to funding for the grassroots movement

Key indicators identified by the programme to track this objective are:

1.1 # and value of grants awarded

Data for this indicator needs to be disaggregated by country and by income bracket of the organisation. The table below shows the geographical spread of the grants awarded ⁶, however data specifying the income bracket of the organisation was unavailable. The application form asks applicants to state their organisation income in part to check their eligibility against the different sizes of grants. For example, organisations applying for small grants must not have an organisational income over $50,000. For medium grants, the threshold is $150,000, and for large grants it is up to $500,000. This data should be extracted to enable further disaggregation against this indicator in future.

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<th>Country</th>
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<th>Total Number of Grants</th>
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⁶ This data has been taken from a more recent spreadsheet shared by the team in May, thus the total number of grants is higher than when selected the sample.
Table 2. Number, type and total value of grants awarded

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<td>8</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>113,467</td>
</tr>
<tr>
<td>Mali</td>
<td>4</td>
<td>4</td>
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<td>0</td>
<td>113,131</td>
</tr>
<tr>
<td>Senegal</td>
<td>7</td>
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<td>0</td>
<td>0</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td>98</td>
<td>41</td>
<td>5</td>
<td>17</td>
<td>1,689,728</td>
</tr>
</tbody>
</table>

1.2 # of grassroots organisations receiving grants

The pie chart below shows categories used by the programme to classify organisations receiving funding. A number of different categories are used by the programme to classify organisations, this might be in part due to registration rules in each country, however, this wide variation makes comparison difficult. By far the largest group are NGOs followed by CBOs and charitable companies, which was a category only used by organisations in The Gambia. There is no specific category of ‘Grassroots Organisations (GRO)’ (as it relates to this indicator), however a number of other groups would fit under this. Community based organisations (CBOs) and self-help group, for example, which make up at least 15%, are likely to be GROs. Almost 80% of Anglophone, and 40% of Francophone grantees, reported that GROs were a key target group for the delivery of their project. They work with them in different ways, but largely to support community dialogues and messaging to particular community groups. For example, membership-based community groups, such as the AMWIK, identified other grassroots women’s groups to engage with specific constituencies to spread messages about ending FGM in different locations.

As well as simplifying the categories of organisation, it could also be helpful to have an indication of where organisations have ‘national’ representation, as this can provide additional information about the scale and type of organisation.
According to the Director of the Anti FGM Board in Kenya one of the principle contributions The Girl Generation has made to the end FGM movement in Kenya has been its support, and funding, to community based groups: “The best thing that has happened in the campaign is granting to CBOs and women’s organisations at that level - this is the best way to tackle FGM” (Anti-FGM Board Director, Kenya). The Girl Generation is recognised as having built the capacity and confidence of CBOs, and in particular youth organisations.

1.3 % of grants in high prevalence areas
The Girl Generation tracks grantees’ locations against sub-national FGM prevalence data, compiled by 28TooMany. The location of grants has been mapped onto prevalence maps (see Annex 5) for all eight countries where there are current grants. The maps illustrate that on the whole, grants are located in high prevalence areas in all eight countries, with some exceptions such as in North East Kenya. The pie chart below shows the percentage of grantees located in different prevalence areas for all eight countries. 50% of grants are located in high prevalence areas (more than 75% prevalence of FGM), and a quarter in medium prevalence (26% - 50%), with the remaining quarter split reasonably evenly between areas with prevalence below 25% and those between 51%-75%. Indicator 2.4 further breaks this down by country prevalence.

The fact that half of the grants are located in the highest prevalence areas is in part due to the countries that have been selected – four of the eight countries are in the highest prevalence category overall; Sudan, Somalia, The Gambia and Burkina Faso. This is coupled with the fact that most organisations working on FGM will be located in areas where the practice is most common. However, when open calls were made, it was not clear whether the prevalence rates in each grant location were taken into consideration when making funding decisions. In conversation with team members it was acknowledged that a clear selection criterion ought to be communicated that explicitly states interventions should be located in areas of high prevalence. Whilst this issue is clearly a key consideration for the programme, it has perhaps not been included in a systematic way, and the team recognises that this should be made more explicit in future calls.

% of grants in high – low prevalence areas (all countries)

![Pie chart showing prevalence areas]

Figure 7. % of grants in different prevalence areas

In Kenya, the following 18 counties have been designated as ‘hot spots’ for FGM by the Anti-FGM Board: Mandera, Wajir, Garissa, Taita Taveta, Tharaka Nithi, Narok, Kajiado, West Pokot, Baringo, Kisi, Nyamira, Migori (Kuria), Bungoma (Mt. Elgon), Samburu, Isiolo, Marsabit, and Elgeyo Marakwet. According to The Girl Generation...
team, they have presence through the end FGM grants, Turn Up The Volume project or county engagements in 14 of these 18 counties, with the exception of Wajir, Taita Taveta, Kisii and Bungoma.

1.4 % of grassroots organisations receiving grants who have not received funding to end FGM before

Just over half (56%) of applications reviewed for the MTR reported that they had not received funding from any other donor for FGM work (18 out of 32 reviewed). Some of this funding was quite small scale and often for one off activities; a few had received larger amounts from other international donors. The Girl Generation reported to HDF, in the annual report January – December 2017, a slightly lower percentage of grantees never having received funding, at 48%. Whilst slightly lower, it is still largely in line with the MTR-reviewed sample, at around the 50% mark. This is in line with the initial design of the Grassroots Fund, which aimed to open up funding to organisations not able to access other sources.

According to the POs that were interviewed, they all felt that the programme was doing a good job at reaching out to the GROs that do not traditionally have access to other funds. The maximum threshold for annual turnover set at $500,000 ensures that larger organizations are not able to benefit from this fund, and in their view, this is a good criterion. However, they also acknowledge that there are many more organisations that are doing amazing work and not able to access any funds. The need is clearly very high.

“\textit{It was a very good way to restrict the bigger organisations}” (PO)

From the feedback from grantees interviewed, the funds received from The Girl Generation had given them a huge boost to capacity and self-confidence to seek other funding. This is further discussed under Objective 3, \textit{building the capacity of grantees}.

1.5 Number of travel grants awarded (by purpose of trip)

15 international travel grants have been awarded in Kenya (5), Nigeria (3) and The Gambia (7) and one national grant (Kenya). Seven of them were for individuals to attend the US Summit to end FGM in Washington DC and one for the European development days in Brussels.

1.6 Financial value of additional resources raised for the grants programme

The survey asked grantees what additional funding they had secured since receiving funding from The Girl Generation. The replies did not always specify the currency so it is difficult to aggregate the findings. However 13 grantees reported having successfully accessed additional funds from donors such as UNICEF, Amplify Change, African Women’s Development Fund among others. Of those that shared details of both the currency and the amount secured, the total additional resources secured by
these organisations was just over $150,000USD\textsuperscript{7}. Details are listed in the Results Framework Table in Annex 3.

In terms of The Girl Generation leveraging more donor funding for the grants programme, they have successfully secured an additional $18,296 from Wallace Global Fund for the ‘Turn up the Volume’ youth leadership and movement-building project. Leveraging further funding is a high priority for the team and they are working hard to identify additional donors, however at the time of preparing this report, this was the total amount of additional resources secured.

**Objective 2. To scale up a wide range of efforts to promote social change to end FGM**

2.1 # of different types of social change communication activities conducted

The different pathways through which grantees are accelerating social change are addressed through this indicator, and shown in the graph below. The majority of grantees who responded to the survey reported that they are involved in public awareness raising and training but an increasing number are using radio campaigns and social media. What this table demonstrates is the wide variety of interventions organisations are employing to promote an end to FGM, and the range of grants that being supported by The Girl Generation.

\textsuperscript{7} Some respondents did not specify an amount or a currency, so this figure is derived only from those that did. Therefore it is likely to be slightly higher.
Social change interventions

- Research / formative
- Films on ending FGM
- Training youth ambassadors and community champions
- Community radio campaigns
- Reproductive health fairs
- Media Roundtables
- Engagement to end FGM
- Music competitions
- Alternative rites of passage
- Social media campaigns
- Development of anti-FGM messages
- Training and sensitisation of youth and community leaders
- School outreach activities
- Public awareness raising

Legend:
- Francophone
- Anglophone

Percentage distribution.
A key strength of the programme, highlighted in interviews with staff and stakeholders, is the breadth of interventions and target groups being supported. Other activities mentioned included targeting young people in secondary schools, working in internally displaced people’s camps, engaging religious leaders, using social media to reach young people in colleges, developing magazines, training female journalists, showcasing positive stories of change, and holding road shows and rallies. This is another advantage of the Grassroots Fund as it is able to support these types of creative activities, which many donors, including DFID are unable to support. Communities often highly value ‘communications collateral’ such as t-shirts and caps which support messaging and mass communication activities which are very popular, and effective in some contexts.

2.2 # of people reached:

The number of people reached by the Grassroots Fund is extracted from grantee reports on a quarterly basis, by the MEL team. Grantees are asked to report on both direct and indirect beneficiary numbers in their quarterly reports and this is consolidated by the team into an excel spreadsheet. The team reported that they ‘sense check’ the data during monitoring visits and when reviewing the reports, but beyond that they do not have the resources to fully validate the data. The spreadsheet was shared with the MTR for review. Collecting reach data is notoriously difficult, and requires considerable efforts in validating. The table below has been extracted from the spreadsheet shared with the MTR which has captured data for January – March 2018. Only Kenya has reported indirect reach with any degree of scale and over one million of these have been reported by one grantee, Hope for African Women (HFAW). Ideally this data would be followed up with each grantee to verify and validate, but the reality for The Girl Generation is that in the face of limited resources they have chosen to prioritise different aspects of M&E, and this feels wholly reasonable.

<table>
<thead>
<tr>
<th></th>
<th>Direct</th>
<th>Indirect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kenya</td>
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<td>1012766</td>
</tr>
<tr>
<td>Gambia</td>
<td>2660</td>
<td>0</td>
</tr>
<tr>
<td>Nigeria</td>
<td>13952</td>
<td>0</td>
</tr>
<tr>
<td>Somaliland</td>
<td>491</td>
<td>370</td>
</tr>
<tr>
<td>Sudan</td>
<td>36</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>18856</td>
<td>1013136</td>
</tr>
</tbody>
</table>

Table 3. Example of reach data captured for January - March 2018

2.3 # and type of target group engaged to deliver project

Figure 9 below shows the main target groups identified by grantees in the survey. What is most striking is that almost all of the grantees report youth as a key target group for their projects (100% of Francophone and 98.5% of Anglophone). Whilst the grant programme is not solely a youth programme, many organisations see them as an absolutely critical group with whom to engage, due to their potential to influence their peers. This resonated with different key informants. A number of people
The perceived unique contribution of The Girl Generation is its youth-focused grant programme and focus on building a social movement. This was particularly striking in conversation with UNICEF, UNFPA and the Anti-FGM Board Chief Executive Officer, all of whom listed The Girl Generation’s support to the youth anti-FGM movement as one of its key contributions. Whilst the Grassroots Fund supports both youth-led organisations as well as other types of GROs, and indeed almost 80% of Anglophone and over 40% of francophone cite GROs as a key target group, it is clear that the predominance of youth-led activities is a critical element, and one that people associate with The Girl Generation. The strength of this view might have been magnified due to the fact that the Pan African Youth Summit to end FGM had just taken place the week before the MTR visit.

That said, organisations are working with a wide variety of target groups, and this is clearly in line with what we know about the practice and social norm theory. It is necessary to work with a variety of key influencers within different reference groups to shift norms and behaviour around the practice, and this will vary depending on the community, country and context and at any given time. The need for flexibility and adaptability to respond to the changing face and nature of the practice is absolutely critical, and this is possibly one of the most significant strengths of the grants programme.

![Figure 9. Main target groups (%)](image)

**Main target groups**

<table>
<thead>
<tr>
<th>Target Group</th>
<th>Francophone</th>
<th>Anglophone</th>
</tr>
</thead>
<tbody>
<tr>
<td>TGG Ambassadors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Media</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Politicians</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elders</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traditional or religious leaders</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Survivors of FGM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Networks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grassroots orgs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activists</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.4 Geographical coverage of projects (to show high prevalence areas)

The graph below illustrates the spread of grants across prevalence areas in each of the eight countries. As shown under indicator 1.3 above, the largest proportion of grants
is in the highest prevalence areas. All eight countries are represented in the highest prevalence column, and only three countries are represented in each of the other prevalence columns. Senegal has the largest percentage of grants in low prevalence areas, with 11 out of the 16 grants awarded in low prevalence areas. For Kenya, 8 out of 42 grants are in low prevalence areas, and in Nigeria this figure is 6 out of 46. 100% of Somalia and Sudan’s grants are in high prevalence areas, as the entire country is deemed high prevalence. Mali’s grants are clearly clustered in high prevalence areas with only one grant in a 44% prevalence zone.

![Grantee profile by prevalence rates](chart)

**Objective 3.** To build the capacity of grantees effectively to plan, implement, and scale up social change initiatives to end FGM (including their capacity to access additional funding sources in future)

Building the capacity of grantees has been a key strategy for the Grassroots Fund since the beginning, recognising that they are working with some small, nascent organisations, alongside more established, higher capacity ones. At the early stages of the Grassroots Fund, the grants team undertook organisational capacity assessments (OCA) with each grantee, to determine their capacity development needs. The OCA identified six priority areas: financial management, organisational management, human resources, programme management, SCC and child safeguarding. Following this assessment, an organisational development (OD) consultancy was contracted to provide support and guidance to grantees in four of the six areas identified: human resources, financial management, organisational management, and programme management. A key consideration for this OD consultancy was how to support the large number of grantees as cost effectively as possible, recognising that face-to-face training and support would not be possible due to limited resources. The consultancy has therefore been designed to produce toolkits and facilitation guides that can be used by grantees themselves. At the time of the
MTR, this consultancy was just getting underway, therefore a review of this approach was not possible but should form a key part of the final evaluation.

The Girl Generation has been directly supporting organisations with the other two areas identified, namely SCC and child protection. The discussion that follows focuses largely on these two priorities.

3.1 # of grantee staff / volunteers trained, by type of training

The data available for this indicator at present relates to the child protection training conducted in Kenya, Nigeria and The Gambia. The training was organised for all current grantees at the time, and 45 of them attended the three-day child protection training in their country. This included 14 from Kenya, 13 from Nigeria and 18 from The Gambia. We have seen through the MTR that a very large number of grantees also received SCC training (see below). 270 people overall have received training on SCC directly from The Girl Generation, and a further 161 participated in cascade training. Many of these will have been grantees of The Girl Generation, and this data is being compiled by the team currently.

The survey asked grantees what capacity building support they had received from The Girl Generation, either formally or informally. Sixty-six of them responded to this question. A significantly greater number of respondents had received SCC training that any other type: 41 for Anglophone and 9 for Francophone respondents, followed by child protection training for Anglophone grantees (n30) and support for grant application development (11 for Anglophone and 4 for Francophone). The graph below illustrates the responses to this question.

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8 Excludes SCC training, which are funded by and reported to DFID.
9 This data was presented in the TGG Impact Report 2017
Capacity building support received

- Child Safeguarding
- Support with reporting
- Support with applications
- MEL
- ODA and support
- Peer-to-peer learning
- Social Change Communication

[Bar chart showing percentages of capacity building support received for different categories, with labels for Francophone and Anglophone]
3.2 #/% of trainees reporting improved competencies / confidence (in areas including social change communications, M&E, child safeguarding, resource leveraging, organisational capacity)

Sixty-six grantees responded to the question in the survey “what difference has the funding from TGG made to your org / work / community?” Of those, 24 mentioned specifically that their organisational capacity had been strengthened, others mentioned their organisation’s visibility and credibility had increased. Seventy-nine percent on average reported they were very satisfied, and 21% were somewhat satisfied, with the capacity building provided by The Girl Generation.

Whilst the Social Change Communication training is funded through the DFID part of the programme, it is crucial to the MTR of the End FGM Grassroots Fund, as it has had a considerable and profound impact on the organisations who received this training. Not only was it one of the principle ways grantees learnt of the Grassroots Fund, it has also contributed to a fundamental shift in the way these organisations engage with their communities. Without exception, the organisations involved in the MTR all mentioned specifically, and unprompted, how impactful the SCC training and Do No Harm approaches have been.

“The trainers knew their onions and were able to communicate properly” (grantee survey)
Examples were shared of how organisations completely changed their approach and messaging following the training, moving away from graphic imagery and blaming, and how this shift had fundamentally changed the way the community responded to them and to an improved level of trust, demonstrated by more people coming forward to discuss FGM with them. The box below highlights some quotations from Francophone grantees in relation to the SCC training.

As mentioned above, 45 grantees benefited from a three-day training on child protection / safeguarding, according to training reports. Those Anglophone grantees that responded to the survey, 55% (30n) had received safeguarding training.

Many of the organisations interviewed for the MTR had participated in the training and without exception, they reported having either improved an existing policy or having developed a new policy for the first time. AMWIK explained how "With the useful information we got during the child safeguarding training, we have been able to modify our operational policy to include child-safeguarding component. This has helped a great deal in acting in the best interest of the children."

(grantee survey)
had a number of different safeguarding policies in place related to different aspects of their work, including portraying children in the media, addressing child labour, and reporting on child sexual exploitation, and since the training they have brought all these policies together into one overarching policy and included new aspects around safer recruitment and working with suppliers and consultants. Many other organisations did not have a policy prior to their involvement with The Girl Generation. This is a significant outcome from a significant investment.

The Kenya Women and Children Wellness Centre highlighted the excellent post-training support they had received from the trainer in helping them develop their policy. A WhatsApp group for all participants had been set up to encourage sharing and learning among the organisations during their policy development process. This on-going support was highly valued and has proved a cost-effective, and effective way of ensuring learning from a training event is embedded in practice moving forward.

3.3 #/% of grantees who go on to access other sources of funding as a result of the grants programme

“Interesting it has been a spring board for some grantees accessing other funding, from UNFPA to handle other SRHR issues, access funds from Amplify Change – gave them an opportunity to access funding. This is not very widespread, but quite a handful, about 10 of them are accessing other grants, coming back to ask for recommendation letters, as they’ve been approached by other partners, it seems like a gradual thing” (PO comment)

60% (36n) of the Anglophone and 33% (3n) of Francophone respondents reported that they have looked for, or secured funding from other sources since receiving the grant from The Girl Generation. Of those, 13 of them have successfully secured over $150,000 USD of additional funding from donors including Amplify Change and UNICEF. Many of them reported that the funding received from The Girl Generation has increased their visibility among other donors and built their capacity to handle bigger projects. A common sentiment expressed by respondents is illustrated in the quotation below:

“TGG is our first funder that has believed in us, we now have legitimacy, we are more visible and confidence (sic), our basic structures like finance are now strengthened” (grantee survey)

Efficiency

Along with examining the efficiency of programme implementation the MTR was also asked to look at the question of whether it is cost effective to invest in grassroots groups. A full cost effectiveness analysis involving benchmarking costs and comparing across different programmes was beyond the scope of this review, however we have

10 The survey asked grantees whether they have ‘looked for / secured other funding to continue these activities?’ They were then asked ‘if you have secured funding from other sources, as a result of your grant from TGG can you tell us how much funding has been secured?’.
tried to examine the efficiency of the Grassroots Fund and the added value investing in GROs have in terms of furthering the work to end FGM and strengthening the movement.

There is a very clear mutually beneficial relationship between the different components of The Girl Generation (funded by DFID) and the End FGM Grassroots Fund (funded by HDF), and the Turn up the Volume and Face of Defiance projects (funded by Wallace Global Fund), and these different components add to the overall efficiency of the programme.

There is evidence that the Grassroots Fund is contributing to furthering the aims of broader The Girl Generation programme in that it is galvanising the movement, providing the stories of change that can be amplified through the movement, and motivating activists and GROs through small grants to enable them to carry out their activities. By bringing small amounts of money to people who are at the forefront of change, the programme is supporting them in their activities and facilitating networking to strengthen solidarity amongst these critical actors. The social norm change theory that underpins the programme proffers that collective commitment, and community ownership will support long-term change and this only happens when we learn of and witness other people changing.

The MTR reviewed costing data for the Grassroots Fund component and information about how staff resources were allocated across the different donor components. It is clear that the End FGM Grassroots Fund benefits from the infrastructure and activities funded by the wider The Girl Generation programme. For example, the SCC training, that grantees rated so highly, has been supported by DFID funding. This was not only one of the most common ways that potential grantees heard about the fund, but has also had a profound impact on the way they implement their activities at community level and how the community respond to their messages and involvement, clearly demonstrating good value for money.

Furthermore, there are a number of critical staff posts that are either fully or part funded by the wider DFID-funded The Girl Generation programme that support and add value to the end FGM Grassroots Fund. These include: the Global Director, Director of Operations, Senior Communications Strategist, Communications Officer, M&E Manager, M&E Officer, and SCC Manager. There are additional posts which are central to the Options team and part funded by the DFID The Girl Generation grant, which also contribute valuable expertise and oversight to the Grassroots Fund including the Lead Technical Advisor, Senior Programme Manager, Programme Manager, Assistant Programme Manager and Programme Assistant. The in-country POs are an invaluable resource for the grant programme, and only 20% of their costs are supported by HDF financing.

The figure below shows how the HDF funding is allocated across the key costing categories, with by far the largest weighting, 68%, going to funds and activities. Staff costs are at 17%, but one would expect that to be much higher without the DFID The Girl Generation component.
The benefits that the Grassroots Fund brings to the DFID component are also vast, and have been addressed elsewhere in this report. For the purpose of this efficiency review, however, we looked at how the Grassroots Fund functions, within and alongside the DFID-funded component. The mutual benefits are very clear, but this also represents a significant risk, which is well known to The Girl Generation team, in that the DFID funding is due to end in January 2019, while the grant programme should continue until 2021 provided match funding is secured. It is not immediately evident how the grants programme could continue, at the same capacity, without the support structures that are in place through the DFID funded component of The Girl Generation, including the POs and the host agencies in eight of the focal countries.

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The MTR looked into a few different models of grant making that take a similar approach to The Girl Generation (in that they set out to fund GROs, activists, and movements, and predominately feminist activists in the case of MamaCash and FRIDA). The main difference with these models, based on a fairly superficial review of their websites (and in the case of MamaCash a Skype call, and in the case of FRIDA a recent evaluation of their grant making¹¹), are that they have a very small staffing structure, and rely on advisors, or associates in-country working on an ad hoc basis. Nor do either of these grant makers appear to conduct routine in-country monitoring visits which has been the model The Girl Generation has used up to now. They do, however, make use of in-country advisors who provide references to vouch for organisations applying for funding, as part of a due diligence/risk assessment, and in the case of FRIDA some may provide in-country monitoring. For MamaCash face-to-face meetings with grantees are mostly done on an opportunistic basis when grantees and staff are attending events or conferences, or are in country for other reasons. However, they both prioritise regular (bi-annual) mid-point, check-in calls to follow up on progress and identify any challenges, alongside regular reporting requirements. FRIDA does these calls with multiple groups to maximise networking and sharing opportunities where as MamaCash does them one to one. They both report challenges with internet connectivity when managing these calls in some locations, but nonetheless these do offer different models that could be explored by The Girl Generation to reduce the costs of monitoring.

All these grant-making organisations seek to build the capacity of movements and activists through their funding, and through building on-going relationships with the organisations. Both prioritise providing flexible, long-term, core funding. MamaCash seeks to engage in long-term funding with their grantees to support their capacity and longevity. From the outset, the Grassroots Fund has believed that organisations should ‘graduate’ to other types of funding, and this is discussed further under the issue of sustainability below. However, it may be unrealistic to expect some of these very small, CBOs/GROs to have the capacity to develop and secure funds from larger donors after just one or two rounds of The Girl Generation funding. Some have been successful in securing other support, but for many of them more support is required from The Girl Generation to ensure their sustainability.

The question of whether it is cost effective to invest in GROs should come back to the difference in traditional development funding versus movement building funding. Funding social movements requires long-term investment in grassroots groups and rethinking the way grant making is done. This is key to the work of MamaCash, Global Fund for Women, and other grant makers working to strengthen movements.

Sustainability

What is the likelihood that the benefits of the grants programme will continue after donor funding has been withdrawn and to what extent has the grants programme contributed to organisational sustainability of the grantees? These are critical

¹¹ Letting the movement decide. FRIDA Grant making Report, The Lafayette Practice (TLP), 2015
questions to reflect on at this stage of the grants programme and should inform any future design.

It is clear from the MTR visits, the team’s monitoring reports, grantees’ activity reports and stories of change that many successes have taken place in terms of shifting behaviours, attitudes and beliefs around FGM. The scale of testimonials shared during the AMWIK and HFAW visits - over 20 people shared their personal stories of behaviour change\(^{12}\) - was significant and suggests that for many of these women and men, their decision not to have their daughters and granddaughters cut will be sustainable. However, for others, the mounting pressures they face on a daily basis may make it very challenging to stick to their decisions. The women spoke of the ostracism and stigma they, and their daughters, experienced in their communities as a result of their decision, but they clearly found strength in the support they got from each other, from the group. One woman expressed her courage - “it is better to be isolated but not circumcise our daughters.”

Although the amounts of money being dispersed are very small and many of the activities are being implemented by community facilitators, or volunteers, most organisations spoken with during the MTR felt they could only carry on activities with more funding from The Girl Generation or other donors.

There is a very real concern that the progress made by the grants could be halted or even reversed without on-going support and sensitisation in the communities. This sentiment was particularly acute in Kuria where no girls had FGM during 2017 due to a superstition around cutting girls in a year ending in a ‘7’. It is to be assumed that there might be nearly twice as many girls at risk of FGM when the 2018 season begins. This makes it all the more pressing that the intensive work at grassroots level continues this year. Other projects providing alternative rites of passage (ARP) for girls reported ‘saving’ a certain number of girls during the project’s implementation, and while it is hoped that these ARPs will be embraced by the community as a ‘new normal’, this type of social norms change is likely to take a number of years to embed, and in the meantime funding is required to enable these grassroots groups to continue to provide ARPs to the next group of girls to avoid FGM. This draws the question of sustainability seriously into question, and is one of the biggest challenges, and criticisms, around short-term, limited funding. In some cases, social change will be sustainable and individuals will have permanently changed their beliefs around the practice but in other situations the sheer number of girls at risk that come of age every year makes the impact of individual grants very limited. However, thinking about the development of the movement and the long-term change that is needed to shift social norms around this practice, these small flames that are being lit at community level ought to have a greater impact over time.

In some cases, the organisations receiving funding will continue to provide the community dialogues and sensitisation activities that they were already providing prior to The Girl Generation funding, but the scale and scope of them will be limited without the small funds for transport and refreshments.

\(^{12}\) Notes of MTR community focus groups included in Annex 5
In terms of organisational sustainability, this can largely be seen in relation to the discussion around objective 3, concerning capacity building and further funding. It is clear from the surveys and interviews that The Girl Generation has contributed to building the capacity of these organisations, and in many cases has contributed to building their confidence and skills to access or seek additional funding, but many of the organisations require further support and still have weak systems in place related to fundraising, financial monitoring and M&E. Investing in the organisational sustainability of these organisations would require a more long-term approach to financing, and one that is supported by a movement building approach to funding.

Dependency has been created among some organisations, who have received at least two grants from The Girl Generation and who report that a key strategy for their sustainability is to seek more funding from The Girl Generation. The grantees interviewed in Kenya are waiting anxiously for the next call to come out and there may be an expectation that they will receive additional funding. This need not necessarily be seen as a negative but rather a fact of reality. It is unrealistic to expect that organisational sustainability of small GROs would be secured after only one to two grants of between $10,000 - $50,000. This is why many funders supporting this type of movement building and grassroots funding have adopted a more long-term, core funding model which is an investment in strengthening their capacity and giving them the best chance for sustainability.

The sustainability of the Grassroots Fund is a more difficult question to answer. The Fund can only continue with additional external funding, and this has been a big push over the last year. During the first year of implementation the programme was investing in the design and piloting of the programme, the second year was focused on set up and roll out and only now in the third year has the programme been able to focus on generating the evidence needed to make a strong case to potential funders around the value of the Grassroots Fund. The team reported to the evaluation that they feel in a strong place to reach out to other donors to provide the case for funding. Whilst many donors see the value of investing in grassroots organisations, it does carry risks that some donors are unable, or unwilling, to take on without evidence of mechanisms to minimise risks and of the impact of this type of funding. So far, The Girl Generation team have managed to secure an additional $18,296 for the youth focused work through Turn up the Volume. At the time of preparing the MTR discussions were underway with some potential donors, but nothing had yet been secured which would enable the Grassroots Fund to continue.

The team reported that additional resources and investment has been made available through Options to focus on funder mapping and developing an investment strategy. It is important to recognise however, that the current donor landscape has made funding from FGM more challenging, as donors that might have funded these types of programmes have redirected funding to family planning and safe abortion programmes to counteract the US reinstatement of the Mexico City Policy. However, there is little doubt that The Girl Generation will have left a lasting legacy in that many of these organisations, who had never received funding before are in a better place to access funds from other donors due to their experience with The Girl
Generation, but the reality remains that funding is limited and alternative options are scarce.

**Monitoring and evaluation systems**

One of the questions the MTR was asked to consider was: “*does the current M&E system capture sufficient evidence of impact on the ground? How could it be strengthened?*”

There is a very comprehensive Monitoring, Evaluation and Learning (MEL) plan for the End FGM small grants programme which sets out how the grants programme fits in to the overall The Girl Generation programme, and how the outcomes and objectives of the programme will be monitored and evaluated. This plan should be refreshed to include any changes to the monitoring approach that have been implemented by the team over the last grant round and include any actionable recommendations emerging from the MTR.

**Outcome level monitoring**

At outcome level the programme uses a proxy measure for social change, which is the strength of the end FGM social movement in any given country. The methodology for measuring the outcome depends on focus groups of stakeholders scoring dimensions of the end FGM social movement, and takes place as part of the larger The Girl Generation programme using a self-assessment social movement scorecard. The template for this, and a report of its use in Somaliland, has been shared with the MTR. The tool has been adapted from one developed by the Global Fund for Women and includes eight dimensions of change which different stakeholder groups are to discuss and score during a face-to-face workshop. The exercise is repeated periodically to track changes in the development of the movement in that country. The scorecard has been implemented three times in each of the phase 1 countries (Kenya, Nigeria, The Gambia and Sudan), twice in phase 2 countries and once in Francophone and Egypt. Particular attention is placed on which stakeholder groups are involved, with a cross section of representation from government, UN agencies, development partners, community groups and young people. Having been designed before the start of the grants programme, it does not provide the requisite depth to explore directly the contribution of the grants to any changes, positive or negative, to the end FGM movement, and thus currently sits slightly outside of the Grassroots Fund’s evaluation processes. The team, however, is committed to specifically exploring the role of the grants through better capturing the qualitative discussions around the scores, during endline scorecard assessments in the final quarter of 2018.

The findings from this tool should be shared for the final evaluation of the Grassroots Fund, and receive more prominence in the analysis, in order to evaluate the likelihood of achieving the outcome – *strengthened social movement to end FGM.*

The second outcome measure is around assessing social change at the community level. The MEL plan explains why a population based behaviour, attitude and beliefs survey is not appropriate or feasible for this programme but identifies other ways this could be assessed, through grantee reports, monitoring visits and collation of stories of change. This seems entirely reasonable and it is the view of the MTR that due to the nature of the small grants being of limited duration and very activity focused it
would not make sense to invest in this type of survey. However, the approach adopted thus far has been unable to report stories of change at scale and there is a need, both from the programme’s perspective and the donor’s perspective to improve this aspect of evidence generation and sharing.

TGG team appears to be grappling with this challenge and evidence has been presented to the MTR of adaptation and learning that has been taking place to try to improve this aspect of data collection and sharing.

This is not a unique challenge for The Girl Generation. During an interview with the Programme Director from MamaCash, a grant maker funding similar types of feminist GROs and activists, explained how previously they had employed a very light-touch reporting process, with just a few simple questions grantees were asked to report on. However, they realised that they needed to be able to demonstrate more rigorous evidence of scale and impact across their portfolio. Following a review of their Theory of Change and results framework, they revised their reporting requirements and developed a longer questionnaire that focuses more on what change has taken place, including around social norms, behaviours, laws and policies. This is enabling them to showcase the extent of social change they have been supporting. There was a feeling that low capacity organisations might not be able to handle this type of reporting, but they have been pleasantly surprised by the feedback from organisations, who have appreciated the changes, and report that this more rigorous approach to reporting has enabled them to think more strategically, and increase their capacity in both reporting, but also in relation to programme design and analysis. It is possible that we are under-estimating the potential capacity of these organisations to move beyond a limited activity-based reporting to reflect more substantially on social change.

**Reporting**

Only five full narrative reports, and 10 quarterly reports were reviewed as part of this MTR, and as one would expect the quality of reporting was very variable. The quarterly reports are very focused on activities, and appear to be much more about compliance than about monitoring social change. Some of the final reports reviewed did manage to go into interesting detail about changes that they had contributed to. Of note is the report from Centre For Social Reconditioning And Development (CEFSORD) Nigeria, which provides three very concrete examples of changes they have influenced, including a public statement from an influential traditional leader. The reporting template is very activity focused, and whilst there are some questions that encourage organisations to think about the change they are seeing it is clearly challenging for many organisations to go beyond making statements such as “there is an increased willingness to talk about FGM” or “more people are speaking against the issue” or “many promise not to practice FGM”. Statements like this do little to go beyond the anecdotal, however, when harvested and aggregated they can provide a powerful picture of the extent of social change, illustrating the big fires that can grow from small flames. At present, it is not clear how reports are systematically reviewed and information collated, beyond highlighting promising examples of projects. The team was very keen to explore options for having a grants management system / database that would enable them to extract this type of information for each grant.
It is recommended that both the reporting template and the process for reviewing reports and extracting data be reviewed to ensure that information is collated and analysed in the most efficient and useful way possible. This might involve increasing the role of the Programme Officers in reviewing reports and interacting with grantees on a more regular basis around the content of their projects, over and above compliance issues.

**Monitoring visits**

Recognising that the process for monitoring visits needed to change, driven by resource constraints and the desire to make the process more effective, the team are trialling a new approach to monitoring whereby they will hold a ‘grantee conference’ in a central location in each country, and facilitate a workshop with all grantees from that country. This will not only give the team the opportunity to interact with all grantees and provide them with any financial management or reporting support required, it will also give the grantees an opportunity to network and share their experiences. These ‘conferences’ could also be used systematically to collect and harvest change outcomes, whereby through a workshop format, facilitators could use an outcome mapping approach with grantees, to identify trends emerging around areas of change and among which stakeholders and target groups. This would enable the programme to report on the scale of change that they are seeing in each country, alongside the case studies they are currently featuring.

Whilst this approach could have real potential for capturing scale of change and facilitating networking, in larger countries where grantees are more widespread, such as Nigeria and Kenya, it may not be cost effective to bring them together, so sub-national / state-level events may be a better option.

**Case studies and qualitative data collection**

Case studies are requested from grantees as part of their reporting requirements and The Girl Generation team follow up with the most promising or pertinent ones to develop them into compelling stories to feature on The Girl Generation website. A key aspect of the programme strategy is to amplify these stories of change and the programme is clearly investing in developing a bank of these stories. Whilst these stories are inspiring and powerful examples of individual strength and courage, and will hopefully contribute to shifting norms by illustrating that people in certain reference groups are ceasing to conform to this norm or pattern of behaviour, it is not clear how they are being communicated back to the individuals and groups for whom they might have the most relevance. In terms of showcasing impact level change the scale of these stories is still too anecdotal to be able to demonstrate any kind of aggregate impact.

At the community focus group meetings that took place during the MTR, a significant number of testimonies were shared at each event, indicating a degree of scale when it comes to behaviour change. It would be interesting to explore ways of capturing many more of these stories from each project. It could be interesting to investigate different ways of conducting rigorous qualitative research at the community level using The Girl Generation ambassadors or youth activists from these locations. For example, a cohort of peer researchers could be trained in qualitative data collection and they could be tasked to collect two to three stories (interviews) from community
participants and stakeholders each month for the duration of the grants programme, or beyond. If the programme trained 8-10 researchers in each country, they could collect approximately 3,000 stories of change in a 12-month period. This would provide significant and powerful evidence of impact at scale, but would require substantial additional investment in terms of financial and human resources for training and on-going support.

The use of technology could be explored which may reduce costs, for example sharing particular research questions via WhatsApp to a group of researchers each month and asking them to share answers from a small number of respondents 13, or exploring the use of new innovative apps such as Makerable 14 which could enable grantees to share stories of change in real time on an app that would be available to The Girl Generation team and other grantees, also helping to amplify and spread the stories more widely.

Whatever approach is decided it is clear that there is scope to showcase stories of change at scale.

**Promising approaches**

Due to the limitations of time for the MTR, and the in-country visit in particular, and the small number of grantee reports available for review, as a result of the fact that many grantees had not yet completed their projects and reported 15, a comprehensive review of promising approaches and stories of change has not been possible within the scope of this MTR. This should be a key focus for the final evaluation.

That said, there were a number of approaches that were shared by grantees as examples of how they were adapting their activities to what they were witnessing in their communities and how the practice was changing.

- **Working directly with parents** at the household level, as opposed to larger community dialogues involving parents. One grantee explained how they were looking to shift behaviour at a household level, which they believed would then influence other families’ decisions. This is in line with social norm theory and the power of the reference group.
- Two of the grantees interviewed in Kenya were focusing their work on young men, in particular around challenging norms around only marrying girls who have been

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13 For example, see the TEGA (technology enabled girl ambassador) model used by The Girl Effect in Nigeria
14 https://about.makerble.com/how-it-works-1
15 5 full narrative reports and 10 quarterly reports were reviewed
cut (Marakwet girls and Msichana empowerment). Traditionally much of the work around FGM has been focused on women as the key decision makers around the practice, but these organisations have opted to look to the future decision makers and to try and shift how uncut girls are viewed by their potential husbands.

- There were some really great examples of where partnerships had been developed among grantees both to learn and share promising practices, but also to develop joint proposal to submit to another donor. Grantees appear to be inviting each other to their activities and events and in one case an exchange visit was supported by The Girl Generation for grantees. These activities are without doubt contributing to the strengthening and widening of the movement to end FGM.

- One organisation explained how they had moved away from discussing FGM as a health and human rights issue as this is no longer working in the communities in which they work. Communities now have arguments to levy against that messaging, so they now approach this from a context of debunking common held myths and misconceptions at community level and use their messaging to try and correct any falsehoods.

- Several of the communities mentioned examples of successful young women who had not undergone FGM, and how sharing those stories of girls who stayed in school, didn’t get pregnant, married ‘well’ or got good jobs seem to carry great weight with community members, who are then more likely to question their beliefs around FGM.

- Role models. The importance of showcasing women and men who have made ‘deviant’, or different choices has immense value in challenging community perceptions around the practice. Many projects work with women and men who are comfortable to stand up and share their experiences as role models for the ending of the practice. In some cases, these individuals shared how they are often asked to speak at different events, at church, at men’s or women’s groups, at schools etc.

What is apparent is that the practice of FGM is so very different in different contexts, even neighbouring communities have different beliefs and customs around the practice in terms of the age at which the girls undergo FGM, the type of FGM that is practiced, how it is conducted etc. In Burkina Faso, FGM takes place on babies when they are less than eight days old, and in parts of Kenya it is during early adolescence at around 12 years of age. There is no easy fix, or quick win when it comes to ending FGM and it will require a multiplicity of approaches, working with different stakeholders and reference groups over a sustained period of time.

“Communities are very different in Kenya, you can’t do the same thing in all communities” (Grantee interview)
Strengths and weaknesses of the grants programme design process

A number of strengths of the programme have been highlighted throughout the report, and these include:

- **Capacity building and organisational strengthening.** The high quality, practical and practicable training and capacity building that has been provided to the grantees in the form of SCC, do no harm principles and child safeguarding has had a profound impact on the organisations participating in this MTR. This impact is further reinforced by the Grassroots Fund giving the opportunity to successful applicants to put into practice the learning gained from the training. Through the Grassroots Fund, organisations who have participated in the SCC training have been invited to apply for a small grant to enable them to embed the learning and messaging they have developed through the training. This approach adds significant value to the growth and strength of the movement and to the sustainability of the capacity building provided through the DFID funding component.

- **Networking opportunities.** The opportunity for organisations to come together and share experiences, learn from each other and network is clearly crucial when it comes to building, and strengthening social movements. The Girl Generation have been able to facilitate this to an extent for a number of grantees, through participation at training events (both the SCC and youth leadership training were mentioned, and through participation at the Pan African Youth Summit, and other in-country meetings and events). There were some organisations interviewed and who had completed the survey who had not had an opportunity to meet and interact with other grantees, however they expressed a strong desire to do this, and it was clearly of notable benefit for those who had had the opportunity. Thinking of how to maximise this networking among grantees virtually, as well as face to face, should be a key strategy moving forward.

- **The clear and accessible formats for applications and reporting.** This has already been explored in this report and was highlighted by a number of key informants.
• **Innovative design.** A key innovation and strength of the programme design was the introduction of the video application. It gave small organisations the opportunity to express their passion and communicate their vision in clear terms, where they may have difficulty expressing their ideas in writing. In Nigeria, the PO reported that this opportunity seemed to have opened up the grant fund to a new breed of applicant. This was certainly the case in Kenya, where two of the grantees reported that they had previously applied using the application form and were not successful. The second time when they used the video application they both received funding.

• **Approaches and target groups.** Due to the variety of approaches, target groups, and large number of grants that the Grassroots Fund is supporting to contribute to social change around FGM, the programme should be able to gather good evidence for what works to change norms and practice around FGM. It is clear that this work requires engagement with a range of key influencers and these will vary depending on the community, country and context and at any given time. The need for flexibility and adaptability to be able to respond to the changing face and nature of the practice is absolutely critical and this is a significant strength of the Grassroots Fund.

• **Adaptive and responsive.** The ability of small GROs to adapt their approaches, interventions and target groups to the changing dynamics of the practice, has been well demonstrated as a strength of the movement, supported by the flexibility of the fund.

• **Opening up the programme to allies in the women’s movement.** A number of organisations that have secured funding from The Girl Generation had not been working in FGM previously, but rather on women and girls’ rights, HIV/AIDS, sexual and reproductive health and rights, and VAWG work. Some even reported that FGM was a new focus for them in response to the call for proposals. Whilst the overlaps are considerable with other women and girls’ rights and VAWG programmes, and bringing more organisations and allies into the end FGM movement can only help to strengthen it, a degree of caution needs to be maintained to ensure that organisations are not being overly donor responsive, messages remain true to a Do No Harm approach, and that funding is maintained for anti-FGM activists and GROs.

• **Synergies and alignment between the two components of The Girl Generation programme.** This is both a strength and a weakness. As we have
explored throughout the MTR the two components of The Girl Generation have been designed to be mutually reinforcing and to add value to their joint objectives. There is clear evidence that the Grassroots Fund is contributing to the strengthening of the movement to end FGM through providing much needed funding for critical activities, and the DFID component has enabled grantees to receive SCC training, and to learn of the funding opportunity presented by the Grassroots Fund, and for organisations feel part of a larger movement. The DFID funded component also supports human resources whose inputs add value to the Grassroots Fund. In response to a question considering how the two components of The Girl Generation programme work together (End FGM Grassroots Fund and the Social Change Communication Initiative) and whether there was any tension between the two, TGG Programme Officers generally did not see any problem and one explained that the grants programme was just ‘another arm to the programme, providing grants and technical support to stakeholders’. In discussion with the wider team it was acknowledged that there has been a tendency to see the two components as separate, largely due to the funding modalities, but that they are committed to working to ensuring the two components work together more effectively to ensure they are greater than the sum of their parts.

- When asked what The Girl Generation’s unique contribution was to this space the UNFPA representative in Kenya listed the following areas:
  - Youth-led movement – engaging young men and young women as role models to champion a new way. “TGG have contributed to strengthening the youth voice – now we hear the youth voice more, on social media and in activities” (UNICEF interview)
  - Expertise and resources – The Girl Generation is helping to leverage both expertise and resources to the movement
  - Do no harm approach – ‘TGG has amplified this principle, before the message was to show graphic images, then TGG came and told us to be sensitive’ (UNFPA interview)
  - Social change communication approach. This has helped strengthen community ownership.

There appear to be some unintended consequences that have emerged through this grants programme, which are not directly attributable to any of the grants, and indeed are being seen in other end FGM interventions, including:

- There were some examples of how the practice is being driven underground, or mutating as a result of some interventions. Communities are responding to the public health messages around HIV transmission, infection and excessive bleeding, with the medicalisation of the practice; girls are being cut earlier to avoid them learning too much about the practice and resisting it, and activists
are being threatened by their communities. It is crucial for the programme to monitor these shifts in the practice, which are being identified in various and varied communities within and outside of the Grassroots Fund, and support organisations to adapt and flex their approaches accordingly. Working closely with community organisations helps to keep track of these changing trends, and introducing some more rigorous qualitative research should also enable evidence generation to support the wider movement to end FGM.

- There is a danger that the grants programme is building dependency among certain organisations, however if we look at other movement funding models, they clearly acknowledge that some degree of long-term relationship is required to ensure organisations can sustain themselves and support the movement effectively.

- Many of the grants have successful ‘saved’ some girls during their implementation period, but as those activities come to an end with the closure of the grant the next cohort of girls will likely not be ‘saved’. Whilst this may create some ethical challenges around starting something that ought to be continued, the programme team explained that the vision of the programme was always to inspire change through building the end FGM movement, and highlighting the positive stories with the hopes of changing norms for the long term, rather than ‘saving’ all girls at risk. But it remains a challenging reality for many grantees.

- There is a danger that some of the approaches that are being taken to increase young men’s involvement may be unintentionally reinforcing patriarchal norms around girls’ and women’s place in communities and may be inadvertently limiting their voice and agency. The narrative around men choosing which women to marry and the power they have been given to change the narrative around marrying uncut women is without doubt an interesting innovation. However, it is important to make sure that women are not being side-lined in these discussions and left as passive recipients of a future husband’s choice. One grantee explained that young men need to engage and voice their concerns, because young women do not have a voice in these communities and young men are needed to speak on their behalf. We need to be challenging that assumption and status quo, and support young women to have a voice alongside these young men. This is where the strength of the movement lies.

16 Comment from TGG (after MTR): “We have also been very clear about this that marriage of uncut girls can create stigma, so we are working with grantees to address this.”
### Table 4. Summary of strengths and weaknesses identified by The Girl Generation team in Nairobi

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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</thead>
<tbody>
<tr>
<td>Attracting funding to small GROs, who have in the main not accessed other funding</td>
<td>Difficult to manage the demand with limited resources “the budget envelop is so limited, and there is so much interest from organisations”</td>
</tr>
<tr>
<td>Friendly and open team</td>
<td>Reporting templates and monitoring need strengthening; reporting templates are too activity focused</td>
</tr>
<tr>
<td>POs support based in country are well placed, knowledgeable and helpful</td>
<td>Amplifying the results of the grants</td>
</tr>
<tr>
<td>SCC training g and DNH</td>
<td>Not getting the most out of the stories of change</td>
</tr>
<tr>
<td>Attracting Youth-led organisations</td>
<td>Capacity of some grantees is very weak which impacts on the quality of reports and what we have to say about outcomes</td>
</tr>
<tr>
<td>Linkages between the grantees, and opportunities for networking and sharing: example of organisations sharing their experience of successful applications with prospective applicants, resulting in successful outcomes</td>
<td>Financial management capacity of grantees is a real challenge and requires a great deal of support from POs</td>
</tr>
<tr>
<td>Due diligence process has helped manage risks</td>
<td></td>
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<tr>
<td>Flexibility to respond to emerging needs</td>
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<tr>
<td>Use of both an open call, and targeted invitation only call to manage applications</td>
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<tr>
<td>Video application form enabled a number of small organisations to successfully present their work</td>
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</table>

### Conclusion

*If New World’s experience tells us anything, it is that funding social movements is a long-term investment that requires some concrete analysis and willingness to take risks*.17

The End FGM Grassroots Fund is a unique programme funding small GROs to work creatively and innovatively at community level to shift norms around FGM. There is no other funding available for this single issue that works in this way at such scale. The support and guidance it provides to potential grantees around SCC and do no

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harm approaches appear to have shifted the way many organisations and groups address FGM in their communities, with tangible results starting to emerge around an increased acceptance by communities to discuss the issue more openly, albeit with evidence of the practice increasingly being driven underground, and ‘deviants’ still being ostracised and stigmatised. Below is a summary of key findings and conclusions emerging from the MTR.

Relevance:
- The MTR found that the End FGM Grassroots Fund has been largely successful in reaching its intended target group of GROs and activists who had not received other funding for their work. The evaluation found that just under half of grantees reported not having had any other funding. Even for those who had received other funding, the amounts they had received (as shared in project application forms) were relatively small, and very few were receiving grants from international donors.
- The level of demand for the grants programme is high, especially among existing grantees, and the programme needs to think carefully about priorities and eligibility of grants moving forward. There are a number of issues to consider, including offering a closed round for existing grantees only, or opening up to high FGM prevalence areas where previously there have been few applications.
- The overwhelming view of grantees was that they were happy with the way the programme was run, with the communication they received and the administration of the grants and reporting. Some grantees complained of the length of time it took to receive funding, mainly those from the new Francophone countries, and a few mentioned slowness in responding to emails, but the majority view was positive and grateful.
- A variety of approaches and target groups working to end FGM are being funded, and there is some promising evidence emerging around pockets of social change occurring, albeit fairly anecdotally at present.

Effectiveness and Impact
- The MTR found that the Grassroots Fund is performing well against its objectives and appears to be on track to meeting the objectives by the end of the grants programme. The next phase of the grants programme will be critical in securing evidence around objective 2 (the scale up of a range of efforts to promote social change) but at present there is sufficient evidence that grantees are employing a range of SCC communications activities.
- The capacity-building element of the programme has been particularly effective, with a very large number of grantees reporting either in the interviews or through the survey that the SCC training and do no harm approach had been particularly impactful, resulting in significant changes in how organisations developed their messages and communications around FGM for their communities. The child
safeguarding training has also resulted in all the organisations taking part either having developed a policy or being in the process of doing so. This is a significant achievement, as many of these organisations had not considered child safeguarding before.

- The Grassroots Fund adds significant value to the DFID-funded component of The Girl Generation in that it:
  - Gives organisations an opportunity to embed the learning from the SCC training, provided through the DFID-component, though funding their activities.
  - Provides opportunities for GROs to come together, develop joint programmes of work, and learn from each other. This has contributed to strengthening the sense of solidarity among those in the movement.
  - Funds activities at community level aimed at increasing community dialogue and conversation, to further the aim of ending FGM, run by organisations that other, larger donors are not funding. This is critical to the development of a vibrant and powerful movement to end FGM.
  - Through these small grants, it is hoped that The Girl Generation will be able to contribute to the evidence base of what works to end FGM in different contexts.

Efficiency

- It is evident to everyone involved that the Grassroots Fund benefits significantly from the infrastructure built around the DFID-The Girl Generation programme. With DFID funding coming to an end in January 2019, before that of the Grassroots Fund, it is less clear how the Fund will continue to operate when this part of the programme closes. There are a number of key positions that support the functioning of the Fund, that are cost shared between the two donors, such as the POs and other support structures, and this poses a risk to the Fund when the DFID funding ceases. The team is working to address options for what the Fund structure will look like, but it is clear that many of these positions play critical roles in the high functioning of the Grassroots Fund.

- The Girl Generation has been designed as a global platform to bring together organisations and individuals to work collectively to end FGM. The programme has two principles donors, DFID and HDF, with Wallace Global Fund supporting smaller associated projects. Whilst the Grassroots Fund has been developed to add value to the global platform and vice versa, due to the nature and conditionalities of the donor funds, the two components do not appear to be fully integrated in terms of how they are perceived internally and operationally, and how the support structures function. As The Girl Generation moves forward into its next phase it will be crucial to consider how bring the two components of the programme together to share resources more effectively, in particular the M&E team (see recommendations below).
Sustainability

- Many of the grantees are small, low capacity organisations with very little secure funding for their activities and running costs. This is typical of GROs and movements.
- 13 organisations reported in the grantee survey that they had successfully secured additional funding for their activities to end FGM from other donors. Of those that provided the amount secured and specified the currency, the total secured was just over $150,000USD\(^\text{18}\).
- The End FGM Grants programme has made significant strides in building the capacity of a number of their grantees, but as the Fund grows, and more grants are awarded, this becomes harder to achieve due to limited resources and logistics. The team is looking into different ways it can continue to support organisational strengthening of its grantees in more cost-effective, innovative ways. This is clearly an important development: building the capacity of these organisations should not be under-estimated as a key strategy for strengthening the movement.
- The Fund can only continue with additional external funding, and this has been a big focus for The Girl Generation team this year. So far, an additional $18,296 has been secured for the youth-focused ‘Turn up the Volume’ leadership project. A number of discussions are ongoing with potential donors, but details of these are confidential as nothing has been secured. However, there is little doubt that The Girl Generation will have left a lasting legacy in that many of these organisations, who had never received funding before are in a better place to access funds from other donors due to their experience with The Girl Generation, but the reality remains funding is limited and their options are scarce.

The programme is at a cross roads with the DFID – The Girl Generation funding coming to an end in January 2019 and the grants programme actively seeking funding to enable it to continue for another phase. There are also much larger strategic questions at play around the structure of the team and the organisation, and rethinking what the Fund’s core focus should be. These questions are largely out of the scope of this review, but it is clear is that the Grassroots Fund does appear to be supporting the development of a social movement to end FGM, and there are a large number of very deserving organisations that would benefit from another phase of The Girl Generation End FGM Grassroots Fund.

Recommendations

(\textit{It’s not only more funding that is needed, but better funding. Stable, multi-year, flexible core funding and resources such as information, networking, connections and access to...})

\(^{18}\) Some respondents did not specify an amount or a currency, so this figure is derived only from those that did. Therefore it is likely to be slightly higher.
4. **Focus and prioritisation.**

- **Consider operating a targeted call for existing grantees showing promising results, rather than opening it up to other organisations, to maximise opportunities for sustainable benefits.**

  There is evidence of a number of potentially impactful interventions at community level. However, there is a need to continue these interventions to ensure that the benefits gained are not lost or reversed. Individuals who have become champions and changed their behaviour need to be supported in their efforts to further embed these changes and contribute to effecting wider attitude and norm change. Focused interventions are still needed to stop girls experiencing FGM in the face of continued social pressure to conform.

  Moving forward it is recommended that the Grassroots Fund consider a restricted call for existing grantees where promising evidence of change is emerging and sustained efforts are needed to ensure these gains are maximised.

- **Consider implementing two funding windows in a Phase II – one for small, first-time GROs, and another providing multi-year funding to existing grantees that have shown promising results.**

  When considering the design of a Phase II grants programme it is worth considering running different funding envelopes: one that continues funding small GROs who have not accessed funding before, similar to the current programme; and a second envelop for organisations with a track record of funding from The Girl Generation to access larger, multi-year funding to support organisational growth and sustainability. Many of these organisations, as we have seen, lack secure, flexible, longer-term investment to support the infrastructure of the movement. This is an important strategy to support the strengthening of social movements and one that The Girl Generation should consider.

- **Consider restricting the call to areas of high FGM prevalence to attract new applicants.**

  In order to ensure that the grants are supporting communities in the highest prevalence areas, it is recommended that one clear, published, criterion for eligibility should be working in districts / locations of high prevalence. These areas have been identified by the team and could be published as part of the call for any potential applicants.

5. **Capacity building and organisational strengthening**

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*decision-making spaces are key to building resilient, creative organisations that are able to determine what’s needed in their context and set their own agendas. (MamaCash Strategic Plan)*
• Consider how to roll out capacity building to all grantees, through innovative and piggy-backing strategies to maximise resources, including during grantee ‘engagement (monitoring) visits’.

The support and capacity building received by grantees from The Girl Generation has been highly appreciated and valued. Organisations have increased their visibility and confidence in applying for other funding, and many feel that they have greater credibility with donors now that they can demonstrate a track record of funding. The model of training that has been delivered to some grantees has demonstrated significant sustainable impacts in relation to SCC, do no harm principles and child safeguarding. The training was accompanied with a strong focus on operationalising the learning both through developing action plans and organisational policies on child protection and safeguarding, and making grants available to enable trainees to put into practice the SCC and do no harm principles. The on-going support that has been provided through virtual sharing platforms, for example the child safeguarding WhatsApp group, has also delivered tangible benefits to organisations that were fortunate enough to have received that support.

Moving forward it is clear that resources will not be available to continue to provide this intensive level of face-to-face training, so it will be important to consider how to provide this level of support at lower cost. Already, the team is considering different ways of doing this, including the hiring of an OD consultant to develop generic tools to support organisations, using virtual online learning communities, and to build training opportunities into the grantee inception visits and joint monitoring (engagement) visits.

Webinars would be one way to provide some of this support, particularly around the application process and reporting requirements. These can be pre-recorded and uploaded on to YouTube for grantees to access in their own time, or offered in real time to enable ‘question and answer’ interaction.

Another strategy would be to work with a few organisations to develop their skills as trainers, and have them cascade training to other organisations, or provide mentoring support to smaller organisations within the movement. This would not only help build capacity of organisations but increase the solidarity and collaboration among the network.

6. Monitoring and evaluation

• Consider revising the reporting template to ensure more of a focus on the ‘so what?’ of change. Provide support to grantees on how to capture the scale of change, through asking clear guiding questions in the template.

Grantees reported the usefulness of the guiding questions in the reporting template. There is scope, however, to expand these to enable the reports to provide more detail around the changes they are seeing at the community level, and to move away from the very activity focused reporting (this will also be helped by having longer grants).
• Monitoring visits to grantees could be used as an opportunity for outcome harvesting.

A new approach to grantee monitoring is proposed bringing together grantees for an engagement meeting. During this session, a process of outcome harvesting could take place. This could have the dual purpose of building the monitoring capacity of grantees to think more strategically around outcomes, as well as helping the project identify trends and collect data on the scale of change around common themes.

• Capturing stories of change approaches in a multiplicity of ways.

At present the grants team and POs identify promising projects, or stories of change, from reports and visits and share them with the communication team for development into shareable stories of change. These are inspirational accounts of different types of individuals, and can have a powerful impact on showcasing how people are changing. There is a need to continue to develop these stories. During the MTR we witnessed the scale of change that some communities are experiencing with large numbers of stories of individual change coming to the fore. The Girl Generation needs to find a way to capture this scale of change at these individual project levels, as well as focusing on the ‘one powerful story of change’.

One way to do this could be through opening up the reporting format to include video whereby grantees could interview change agents or community champions as well as highlighting key activities. Mschiana empowerment has produced such a video to accompany their report and it clearly shows the power of documenting their project in this way.

Another opportunity would be to explore different technology options that could crowd source stories of change. One such option that was recommended is the Makerable app (https://about.makerble.com), which could enable grantees, with smartphone and internet access, to upload their stories of change in real time onto a dashboard that could be seen by The Girl Generation team, and other grantees or community members. This app could provide powerful, real time impact stories on a significant scale that could be easily shared and communicated across the movement.

The programme could also consider establishing a group of youth-led peer researchers19 who can be trained and supported to capture qualitative data from among grantee beneficiaries on an on-going basis.

Young people are clearly at the centre of this movement and are actively engaged in affecting change. It could be interesting to investigate different ways of conducting rigorous qualitative research at the community level using The Girl Generation ambassadors or youth activists from these locations as qualitative researchers who could capture stories of change from a small number of people each month. This could be done through WhatsApp or recording the interviews, and analysed by The Girl Generation team. The use of technology could be explored, which may reduce costs, for example sharing particular research questions via WhatsApp to a group of researchers each month and asking them to share answers from a small number of

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19 Similar models exist in DRC established under La Pépinière programme and Rwanda by Girl Effect
respondents\textsuperscript{20}. There is no doubt this would be a significant investment, both financially and in terms of human resources, but this could be a really interesting development for The Girl Generation and would certainly add valuable, rigorous qualitative data to the available evidence base around what works and how the practice is changing, and how far it is from ending.

- **Project and programme level monitoring needs to become more streamlined, with reviewing and extracting data from reports becoming much more routine.**

At the moment it is not clear whether key data is extracted from reports on a routine basis or whether reports are mined after they have been reviewed to respond to particular information requests. There are some standard indicators that need to be reported on which should be collected on an on-going basis. The team expressed the desire for a Grant Data Management System to help them with these areas. What form this takes would need to be investigated by The Girl Generation team and is out of scope for this review but what is clear is that some system for pulling out core data is required to ensure staff time is used more efficiently.

Some key indicators which need to be extracted include:

- **Income bracket of the organisation:** this data should be captured in the grant tracking form. The data is available in the application form but it is not clear whether this is extracted and captured as income brackets to enable disaggregation.

- **The categories used for organisational type** were not consistent across the eight countries for which data was presented, for example some were listed as ‘youth organisations’, ‘youth associations’ or ‘youth networks’ - are these similar categories or should they be presented separately? These categories need to be reviewed and a small number should be agreed upon. The category of GROs was also not included, and as this is how The Girl Generation refers to their target groups, it should be made clear somewhere which organisations fall into that group. It is also important to capture which organisations have national representation and which are at community/grassroots level.

- **Role of the M&E team in the End FGM Grants programme**

There is a larger question around the integration of the grants programme into the wider DFID-The Girl Generation programme, of which the role of the M&E team is just one aspect, but an important one. The M&E team presently does not provide much support to the grants programme, largely because they are not funded to. Moving forward it is recommended that their role be reviewed and their support to the grants programme be increased. The role of the Programme Officer in reviewing reports and

\textsuperscript{20} For example see the TEGA (technology enabled girl ambassador) model used by The Girl Effect in Nigeria
interacting with grantees on a daily basis should also be reviewed and adapted according to the needs of the growing portfolio of projects.

Clearly some of these recommendations would require additional investment, both financially and in terms of human resources, but some of them could be done relatively cost effectively. There is clearly a strong desire among the team to improve and strengthen their monitoring, evaluation and learning of the Grassroots Fund.
Annexes

Annex 1   Projects Sampled for Document Review and Interviews
Annex 2   Interview Schedule
Annex 3   Overview of Grants Programme Results Framework
Annex 4   Sub-National Prevalence Data and The Girl Generation Grassroots Fund recipients
Annex 5   Notes of MTR community focus groups
Annex 6   MamaCash case study
Annex 7   Grantee interview guide
Annex 8   Grantee survey
Annex 9   Terms of Reference
### Annex 1

#### Projects Sampled for Document Review and Interviews

<table>
<thead>
<tr>
<th>Round One</th>
<th>Project Title</th>
<th>Respondent Category</th>
<th>Contact Details</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>16-MEI-07 Children in Freedom</td>
<td>NGO</td>
<td>Nairobi, Kenya</td>
<td>Reversing socio-cultural practices (including FGM) that limit the self-actualization of youth from disadvantaged backgrounds.</td>
</tr>
<tr>
<td>14</td>
<td>16-MEI-07 Child Health Advocacy Initiative (CHAI)</td>
<td>NGO</td>
<td>Lagos State</td>
<td>Educational and awareness campaign on FGM in schools, healthcare centres and media.</td>
</tr>
<tr>
<td>23</td>
<td>16-GAM-01 Kath-Wash FGM School-Based Awareness Training</td>
<td>Charitable Organisation</td>
<td>Wadiang, Kenya</td>
<td>Promoting awareness regarding FGM among students.</td>
</tr>
<tr>
<td>24</td>
<td>16-GAM-09 Network Against Gender-Based Violence</td>
<td>Charitable Organisation</td>
<td>Gulu, Uganda</td>
<td>Advocacy and awareness initiatives for girls and women.</td>
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<tr>
<td>3</td>
<td>17-MEI-05 Association Equipe Renait</td>
<td>NGO</td>
<td>Biko District</td>
<td>Conducting training for 20 youth peer counsellors and 1 former counselor on legal tools and techniques of approaches to the issue of FGM.</td>
</tr>
<tr>
<td>7</td>
<td>17-MEI-07 Association PASA (Pour le Progres de la Santé et de la Santé de la Famille) (Mali)</td>
<td>NGO</td>
<td>Ousson</td>
<td>Promoting community engagement and awareness on FGM.</td>
</tr>
<tr>
<td>10</td>
<td>17-MEI-10 Information &amp; Education Initiative (EIE)</td>
<td>NGO</td>
<td>Ouagadougou</td>
<td>Promoting social communication for the abandonment of FGM in communities.</td>
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<tr>
<td>14</td>
<td>17-MEI-08 Youth Association for Active Citizenship and Democracy (HEA) (Mali)</td>
<td>NGO</td>
<td>Bamako</td>
<td>Contributing to the promotion of the abandonment of female genital mutilation through collective consultation and advocacy by young people as actors of social change in Mali.</td>
</tr>
<tr>
<td>13</td>
<td>17-DEA-01 Yemwok Natalse Organisasion Gamarik Kavumulko</td>
<td>Federation</td>
<td>Palu</td>
<td>Conducting change behaviour or social movement in favor of the cessation of circumcision.</td>
</tr>
<tr>
<td>4</td>
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<td>NGO</td>
<td>Palu</td>
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<tr>
<td>1</td>
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<td>18</td>
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<td>19</td>
<td>17-GAM-39 Women's National Organisation of Malawi</td>
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<td>Palu</td>
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<td>20</td>
<td>17-JAN-36 Jiruul Ecosystem Conservation Initiative (JECO)</td>
<td>NGO</td>
<td>North Hur, Mandait</td>
<td>Creating awareness on the issue of Female Genital Mutilation among the nomadic pastoralist of North Hor Sub County in Mandait County.</td>
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<tr>
<td>7</td>
<td>17-JAN-36 Jiruul Ecosystem Conservation Initiative (JECO)</td>
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<td>North Hur, Mandait</td>
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<td>North Hur, Mandait</td>
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<td>North Hur, Mandait</td>
<td>Creating awareness on the issue of Female Genital Mutilation among the nomadic pastoralist of North Hor Sub County in Mandait County.</td>
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<td>29</td>
<td>17-JAN-36 Jiruul Ecosystem Conservation Initiative (JECO)</td>
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<td>North Hur, Mandait</td>
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<td>30</td>
<td>17-JAN-36 Jiruul Ecosystem Conservation Initiative (JECO)</td>
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<td>North Hur, Mandait</td>
<td>Creating awareness on the issue of Female Genital Mutilation among the nomadic pastoralist of North Hor Sub County in Mandait County.</td>
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</table>

Shaded cells represent grants selected for interviews. * not all those selected were able to reach by Skype or phone.
## Annex 2: Interview schedule

<table>
<thead>
<tr>
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<th>Interviewee</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Rhoda Khombo, Grants Manager</td>
<td>2nd May</td>
</tr>
<tr>
<td>2</td>
<td>Alphonce Okoth, Assistant Grants Manager</td>
<td>23rd March</td>
</tr>
<tr>
<td>3</td>
<td>Lucky Kelechukwu, PO Nigeria</td>
<td>3rd April</td>
</tr>
<tr>
<td>4</td>
<td>Esmael Omar, PO Kenya</td>
<td>2nd May</td>
</tr>
<tr>
<td>5</td>
<td>Abdifatah Kasin, PO Somaliland</td>
<td>26th March</td>
</tr>
<tr>
<td>6</td>
<td>Mary Healey, HDF</td>
<td>9th March</td>
</tr>
<tr>
<td>7</td>
<td>Mary Kioko, Ex. grants manager</td>
<td>16th March</td>
</tr>
<tr>
<td>8</td>
<td>Harriet Andrews &amp; Kit Catterson, Options PM</td>
<td>7th February</td>
</tr>
<tr>
<td>9</td>
<td>Faith Mwangi-Powell, TGG Director</td>
<td>9th February</td>
</tr>
<tr>
<td>10</td>
<td>Liza Akinyi, M&amp;E manager</td>
<td>2nd May</td>
</tr>
<tr>
<td>11</td>
<td>Happy Mwende, Programme Director MamaCash</td>
<td>14th May</td>
</tr>
<tr>
<td>12</td>
<td>Women’s Rights and Health project (Nigeria)</td>
<td>13th April</td>
</tr>
<tr>
<td>13</td>
<td>Child Health Advocacy (Nigeria)</td>
<td>10th April</td>
</tr>
<tr>
<td>14</td>
<td>Hope Life international (Gambia)</td>
<td>13th April</td>
</tr>
<tr>
<td>15</td>
<td>Association Espoir Renait (Burkina Faso)</td>
<td>15th May</td>
</tr>
<tr>
<td>16</td>
<td>SOS (Burkino Faso)</td>
<td>11th May</td>
</tr>
<tr>
<td>17</td>
<td>Murua Girls, Agnes</td>
<td>26th April</td>
</tr>
<tr>
<td>18</td>
<td>Marakwet Girls, Ruth Kilimo</td>
<td>26th April</td>
</tr>
<tr>
<td>19</td>
<td>Mschina Empowerment, Staff team, and young men and women</td>
<td>27th April</td>
</tr>
<tr>
<td>20</td>
<td>AMWIK Staff team and women’s groups</td>
<td>28th April</td>
</tr>
<tr>
<td>21</td>
<td>HFAW Staff team and members</td>
<td>29th April</td>
</tr>
<tr>
<td>22</td>
<td>Kenya Women and Children’s Wellness Centre</td>
<td>3rd May</td>
</tr>
<tr>
<td>23</td>
<td>UNFPA, Caroline. C. Murgor, National Coordinator (NPPP)</td>
<td>3rd May</td>
</tr>
<tr>
<td>24</td>
<td>UNICEF, Faith Manyala</td>
<td>3rd May</td>
</tr>
<tr>
<td>25</td>
<td>Anti FGM Board, Bernadette Loloju, Director</td>
<td>3rd May</td>
</tr>
</tbody>
</table>
### Annex 3. Overview of Grants Programme Results

<table>
<thead>
<tr>
<th>Results Level</th>
<th>Indicators</th>
<th>MTR Data</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Impact</strong>: Reduction in FGM</td>
<td><em>The grants programme does not collect impact-level data</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Overall Outcome</strong>: Accelerated and sustained social change in focal countries and beyond</td>
<td>- #/% of projects reporting/evidencing positive social change results towards ending FGM</td>
<td>3 grantees were visited in the field and participants at each discussion shared positive stories of change and personal testimonials</td>
<td>TGG end FGM grants programme needs to consider how to capture the scale of positive change at grantee level. Collecting qualitative data among participants on each ‘engagement’ visit, sharing video clips of shared testimonials</td>
</tr>
<tr>
<td></td>
<td>- # positive stories of change captured and amplified from grantees</td>
<td>6 stories of change are on the website</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective 1</strong>: To increase access to funding for the grassroots movement to end FGM</td>
<td>- # and value of grants awarded (by country, by income bracket of organisation)</td>
<td>Kenya – 48 grants, value $473,061&lt;br&gt;Nigeria – 38 grants, value $408,688&lt;br&gt;Gambia – 33 grants, value $252,245&lt;br&gt;Sudan – 7 grants, value $116,873&lt;br&gt;Somalia – 10 grants, value $143,365&lt;br&gt;Burkina Faso – 10 grants, value $113,467&lt;br&gt;Mali – 8 grants, value $113,157&lt;br&gt;Senegal – 7 grants, value $68,898</td>
<td>Many of these indicators are captured by the programme, although without a grants management database some of this data was difficult to access. The team has committed to capturing this info for the final evaluation.</td>
</tr>
<tr>
<td></td>
<td>- # of GROs receiving grants (by country, by income bracket of organisation)</td>
<td>MTR looked at the 2 highlighted indicators</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- % of grants awarded in high prevalence areas</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- # and % of GROs receiving grants who have not received funding to end FGM before</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Number of travel grants awarded (by purpose of trip, e.g. international/regional events)</td>
<td></td>
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<tr>
<td></td>
<td>- Financial value of additional resources raised for the grants programme</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- (N.B <em>all the above indicators relate to grants issued through the End FGM grants programme specifically</em>)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective 2</strong>: To scale up a wide</td>
<td>- # of different types of SCC activity conducted</td>
<td>All data for these indicators presented in the main report - See figure 8 in the main report</td>
<td></td>
</tr>
</tbody>
</table>

| Framework | |

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<p>| Objective 3: To build the capacity of grantees effectively to plan, implement, and scale up social change initiatives to end FGM (including their capacity to access additional funding sources in future) | - # people reached by projects (by country, by target group, by type of reach (interpersonal/mass media))&lt;br&gt; - # and type of target groups engaged to deliver projects&lt;br&gt; - Geographical coverage of projects | - Other than SCC the only other formal training provided has been on child protection / safeguarding. 45 people received child protection training and 270 people have received training on SCC directly from TGG(^2), and a further 161 participated in cascade training. Over 30 grantees reported during the MTR that their competencies and capacities have been built as a result of the support they have received from TGG. In particular, the results from the SCC and child safeguarding are profound. 13 grantees reported accessing additional funds. A total of just over $150,000 USD has reported been secured by grantees to continue their activities&lt;br&gt; - We have received $10,000 from Global Fund for Women, $22,424 from UNICEF, 10,000 EURs from AmplifyChange.&lt;br&gt; - We received funding for End to Child Bride-The Right to be a Girl project. TGG grant provided leverage for us in getting the fund. The funding is 20,000 Euros from Mundo Cooperante. Other sources also gave us about 10,000 Euros. | Capacity building is highly valued and there is evidence that sustainable impacts have been felt at organisation level with respect to SCC / DNH and child protection / safeguarding. Moving forward more focus needs to be on M&amp;E and resourcing leveraging to ensure these organisations are in the best position possibly to secure additional funding from more other donors who may have more stringent and onerous requirements. |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>•</td>
<td>We have had 17000 USD in support.</td>
</tr>
<tr>
<td>•</td>
<td>We were given $10,000</td>
</tr>
<tr>
<td>•</td>
<td>This is not actual funding but project support to network member organizations in their various individual projects in tune with the networks objectives. Roughly US$ 300.</td>
</tr>
<tr>
<td>•</td>
<td>We secured opportunities for the project volunteers so we don’t lose them after closing the project, we invest our admin cost to allocate equipped office in our venue exclusively for TGG/FGM team &quot;permanent&quot;, we also secured in-kind fund for web hosting by migrating the web application to our main server,</td>
</tr>
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<td>$10,000 from International Methodist Women and $2000 from African women development Fund</td>
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<td>The NEVER AGAIN CAMPAIGN WAS FUNDED BY UNICEF and implemented by National Youth Council and we were involved as an implementation partner.</td>
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<td>300,000 (no currency provided)</td>
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<td>We have been writing proposals to seek support to these activities. Some short-term funding has been secured</td>
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<td>For the last 2 years, which we have operated without funding from TGG funding. We have received up to tune of 2.5 M</td>
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<td>We have $500 received funding The Pollination Grant We have also received $3000 to carry out human rights projects</td>
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<td>We secured an additional 35,000 USD fund as it was also easy to point at what we were doing and there</td>
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Annex 5. Focus Group Write-ups

Kenyan Women and Children Wellness Centre (KWCWC)

Operating since 2011 having been established by the James Jordan Foundation in Chicago to address issues of gender based violence.

This organisation has received two grants from The Girl Generation. The first was a small grant, for 6 months to conduct community sensitisation and training on FGM in slum communities in urban and peri-urban areas of Nairobi that are populated with people from high risk communities including, Somali, Samburu, Kisii and Maasai.

The second grant, as described by the Programme Manager is ‘unique’, ‘a bit different’ to other The Girl Generation grants. This grant was developed to provide targeted support the Anti-FGM Board. It conducted a mapping of all organisations working to end FGM in Kenya, produced an interactive map and printed booklet listing all organisations, and supported monthly stakeholder meetings at the Anti-FGM board. The grant also provided some funding to continue sensitisation and awareness-raising in the communities. Whilst the mapping and booklet have been completed more funds are required to validate the organisations listed – are they still active – and update the booklet.

“We are still hopeful that TGG will be able to complete this process for us”

Whilst KWCWC have received funding from other donors, including USAID and Ford Foundation, and are therefore not among the group of GROs who have never received donor funding for their work, nevertheless they report some profound changes and benefits for their organisation as a result of the support they have received from The Girl Generation. Among these has been their deepening knowledge and engagement in FGM, previously they had worked on sexual and gender based violence, of which FGM was included and addressed as part of that but they had not done any specific FGM focused work as an organisation before. Before The Girl Generation grant they were not well known to the Anti-FGM board and now they are an integral part of the government response to FGM, having raised their profile, and that of The Girl Generation at the same time. For KWCWC, as for countless other grantees, the SCC training they received has had significant impact on the organisation. They reported that they work very differently with the communities since receiving the training – before they used to believe that their beliefs were better that others, now they work through mutual respect and trust and come to the community to learn and support them to identify the changes they want to see and how to effect those changes. They feel they are more participatory now.

Another key benefit for KWCWC has been the child protection training and support to develop a child protection policy. Through the support of the facilitator and an active WhatsApp support group with other grantees KWCWC are about to finalise their first child protection policy.

The organisation reported that The Girl Generation funding has been “quite a milestone for us”.
GOSECO Women’s Network, Kuria (AMWIK)

Approximately 28 women joined a meeting on Saturday 29th May in a community room in Kuria. These women were members of a radio listening group run by community facilitator, Susan.

The Goseco women’s group started in 2011 with 15 members and now has over 928, with more people joining all the time thanks to the radio programme.

During the discussion, more than 10 women stood up to share their stories about how they became members of the group, below are some examples:

One woman explained how she was at the forefront of FGM, gathering girls together to be cut but she doesn’t do that anymore. Through her involvement with this group she realised how harmful the practice is, after listening to the radio and the information from the group she is now against the practice. She regrets having conducted FGM on so many girls, this year she planned to take three of her daughters to be cut but after listening and understanding the teachings she has decided not to.

Another woman explained that this year she had planned to take her daughter for FGM, but her daughter told her about the radio programme and said that people were saying that FGM was bad. Her daughter told her she didn’t want to have FGM and so she found Goseco Women’s Network. Now she is saying No to FGM.

Another woman explained how she was in the market and heard the radio playing at high volume. She was surprised to see so many elders there listening. She went to find out more. She had been planning to have her daughter cut this year but at that moment decided she would not. She saw a woman with a Goseco t-shirt and went to speak to her, at which point the women removed her t-shirt and gave it to, inviting her into the network.

Similar experiences were shared by other women, who heard the radio programme in the market, were attracted by the noise and group of people. These women shared how they had planned to have their daughters cut this year, and have subsequently changed their minds.

A woman shared that her son came to her to say that he wanted to be circumcised in a hospital rather than the traditional way, as he’d heard information on the radio. He warned his sister about FGM and told her she should resist being cut in the traditional way as well.

[n.b there is clearly a need to be cautious with this view of medicalization being preferable as this is one of the reasons the practice is increasingly being conducted by doctors, nurses and midwives and communities are rejecting the advice given about bleeding and complications with unsanitary conditions]

These brave women talked of being isolated and ostracised following their decision not to cut their daughters. They are made to go to the end of the queue at the butchers, cannot pick vegetables from the vegetable garden in the village, at weddings
their food is served on the floor rather than placed in front of them at the table. Traditional leaders are now putting them in the spot light which is causing them some danger, some women have been undressed in public and threatened. One women explained how a traditional leader had given her 7 days to live.

One women shared “it is better to be isolated but not circumcise our daughters”

Women shared positive stories of change, how they receive support from chiefs who provide them with security to ensure they don’t get abused.

“Even the pastors appreciate us.”

“We are negotiating to get allies – but we are hated!”

Examples of successful young women who have not been cut seem to carry great weight with community members. When they hear stories of girls who have succeeded in school, gone on to study more or get a job, and more importantly who have married well they are more likely to change their minds about FGM.

These women face enormous challenges to stand up and speak out against FGM but they get incredible strength from each other

“we have accepted the cause that we are championing, and that helps us deal with the isolation, we get strength from being part of this group.”
MamaCash - MamaCash was established in 1983 as the first international women’s fund for feminist action, funding women, girl’s trans and intersex organisations and networks globally. They have three priority areas: body, money and voice. With over 30 years’ experience in the field of grant making they have had many conversations around what size of groups they want to fund, how long they should support them, and how to support them to develop. Like TGG grant fund, MamaCash aims to be either the first funder or first international funder for many of these organisations. They prioritise groups whose annual budget is below €200,000. Some key learnings from MamaCash that have relevance to TGG end FGM grants programme:

- MamaCash do not provide one off funding, but rather long-term flexible core funding. They develop a partnership with the grantees that can last for 8-10 years.
- They have a high level of demand, last round they had 2000 expressions of interest and were only able to support 20-25 new organisations.
- Their theory of change is based around movement building and networking ‘change happens when people are well networked’.
- In the past, they have a very simple report format with 3-4 questions, but have recently changed that to enable more robust reporting on their organisational theory of change. Now they have a questionnaire with about 20 questions. They were concerned about whether the change would be difficult for their grantees but the feedback has been positive, with organisations saying that the more robust questions has helped them think differently and analyse their work more. Questions are around what change has happened, including social norms, behaviours and laws and policies. They believe that small groups can rise to the challenge of more rigorous reporting.
- Organisations that were already supported were consulted on the changes to the reporting format.
- The increased information that they are receiving from grantees is strengthening their ability to showcase to their funds about the value of the work and strengthen their case for increased funding, and the value of supporting emerging groups and networks.
- The long-term nature of the partnership ensures a degree of capacity building and support, but previously this was done on a largely ad hoc basis. Now they are looking at ways to work more strategically with organisations to help them identify their capacity development needs, and either provide the support, fund the support, or signpost them to people or organisations that can provide that support.
- MamaCash funds through a social movement lens – funding many small fires which will come together to make a big blaze – by supporting these organisations and ensuring they are well funded they are better able to connect to each other and achieve the level of scale and impact that many donors are seeking.
- MamaCash is also able to fund the types of organisations that traditional donors cannot fund, but may want to.
- Reframing risk. The issue of risk and due diligence is often on the agenda with many grant makers and one thing that is often discussed is the fact that many of the philanthropic organisations that fund activists and movements experience very little fraud or projects that go bad. The narrative is that small organisations carry greater risk but they believe this to be wrong and are trying to reframe the conversation. Many of these groups, similar to the ones funded by TGG end FGM Grants programme, are run by individuals who self-finance and are committed to the work they are doing and therefore may actually be less of a risk in terms of fraud or mismanagement. This is an important conversation to continue having.
- MamaCash is interested in building the case for funding social movements and happy to discuss learning with TGG as you move forward.

Interview with Happy Mwende Kinyili, Director of Programmes, MamaCash