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Sida Decentralised Evaluation

FCG Sweden, Tana Copenhagen

# Evaluation of MADRE's Action Plan for Enhancing Gender Rights in Crisis 2018-2021

Final Report

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**Final Report  
December 2021**

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The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

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# Abbreviations and Acronyms

CEDAW	The Convention on the Elimination of All Forms of Discrimination Against Women
CERD	The Convention on the Elimination of All Forms of Racial Discrimination
CUNY	City University of New York
CSO	Civil Society Organisations
DRC	Democratic Republic of Congo
OECD/DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
GBV	Gender-Based violence
HUK	Handicap Union of Iraq
HRGJ	Human Rights and Gender Justice
ICC	International Criminal Court
IIIM	International, Impartial and Independent Mechanism for Syria
ISIS	Islamic State of Iraq and Syria
M&E	Monitoring and Evaluation
MEL	Monitoring, evaluation and learning
MTE	Mid-term evaluation
LGBTIQ	Lesbian, Gay, Bisexual, Transgender, Intersex, Queer
OWFI	Organisation for Women's Freedom in Iraq
PPE	Personal Protective Equipment
PCN	Proceso de Comunidades Negras
Sida	Swedish International Development Agency
SP	Strategic Plan
SfC	Strategies for Change
SEK	Swedish Kronor
SGBV	Sexual and Gender-Based Violence
TdV	Taller de Vida
ToR	Terms of Reference
ToC	Theory of Change
US	United States (of America)
USD	United States Dollars
UNAMI	United Nations Assistance Mission for Iraq
UNSC	United Nations Security Council
WILPF	Women's International League for Peace and Freedom

# Preface

This evaluation was contracted by FCG through Sida Framework Agreement for Evaluation Services and conducted by Tana Copenhagen.

The Evaluation Team consisted of Jups Kluyskens (Team Leader), Nadia Masri-Pedersen (Team Member), Simone Pitta (Team member) and Charlotte Bonnet (Team member). The Final Report was quality assured by Florence Etta, whose work was independent of the evaluation team. Nadia Masri-Pedersen (Tana Copenhagen) and Annefried Muller (FCG) provided project management support.

The team would like to thank Anette Widholm Bolme and Mina Jhowry from Sida, Maya Crawford, Yifat Susskind, Maria Rein, Cassandra Atlas and all the other MADRE colleagues and board members who provided their support and excellent cooperation during this evaluation. In addition, the team is grateful for the interactions with MADRE partners and beneficiaries in Iraq and Colombia who provided invaluable input to this evaluation. Also thank you to the external stakeholders at the Government of Canada, the UN Trust Fund to End Violence Against Women, Oak Foundation, City University of New York School of Law (CUNY School of Law), WILPF, OutRight Action International, and MenEngage Alliance for providing their insights.

# Executive Summary

This report presents the findings, conclusions, and recommendations of the Evaluation of MADRE's Action Plan for Enhancing Gender Rights in Crisis 2018-2021 commissioned by Sida. MADRE receives core funding from Sida under the agreement to the amount of 30 000 000 Swedish Kronor and funds the core activities of MADRE's Strategic Plan. The report was written with the purpose to examine the relevance, coherence, impact and lessons learnt from the implementation of the Strategic Plan/Core Activities and assess its effectiveness in achieving results. The evaluation focused on two countries that have a long-standing partnership with MADRE: Colombia and Iraq.

This report is intended to support Sida and MADRE to assess the progress and results of MADRE's work with the current Strategic Plan and inform decision making of MADRE's strategic planning as well as Sida's decision making on new support. Below, we present the main findings of the evaluation.

## **Relevance**

MADRE's work is relevant to Sida's priorities, including Sida's Global Strategy for Sustaining Peace 2017-2022. MADRE's work is also relevant to Sida in that it takes a pro-active, strategic direction to provoke the necessary changes from a feminist fund perspective seeking justice for minority groups that are often excluded from participating in national and global forums. MADRE's work is relevant to its partners and in particular through the application of its three strategies – grantmaking, organisational strengthening and legal advocacy - that form an integral part of its model supporting grass roots women's organisations empowering them with voice, skills and support to achieve social change for their communities. MADRE's grantmaking and legal expertise are relevant to partners to empower women's groups to meet the urgent needs of their communities and to develop their advocacy and leadership. Organisational strengthening enables partners to grow and develop the necessary skills and capacities to seek justice and lead in their communities. MADRE works based on the principle that grassroot women's organisations are best placed to articulate their needs with a vision for progressive change which is an effective strategy to build women's political power, leadership and generate social change.

## **Coherence**

MADRE is well informed about what other partners do, where when and how they support in-country and globally. It seeks complementarity but also stands out in its focus on marginalised communities and as a result of its long-term vision and engagement has acquired a strong position and recognition. Globally, it works with and



through partners and in particular in the human rights mechanisms and the United Nations Security Council it supports and often leads individual and collective efforts to bring communities into the discourse and contributes to changes in global conventions, treaties and agreements that meet the needs of its partners to seek the desired change.

### **Effectiveness**

The model that MADRE applies, and which is well articulated in its Strategic Plan, puts partners in a leading position owning and determining where opportunities for social change occur and what they need support for. MADRE's long term vision and approach create partnerships that are based on trust and political solidarity, as well as short-term support in emergencies and for immediate needs. MADRE's effectiveness in its approach and achieving results is therefore dependent on how partners and MADRE jointly make progress. The three strategies, namely Grantmaking, Organisational Strengthening and Legal Advocacy constitute the 'MADRE model'. The strategies are an effective and integrated way of supporting partners, particularly when they all three are used in connection. Grantmaking is most effective as an entry point to work with and enable partners to work towards building long-term partnerships and supporting partners funding needs. Grants are flexible and applicable to the different partners' needs. Organisational Strengthening is effective in supporting and sustaining the growth of partners' thematic and organisational expertise sometimes resulting in partners becoming sub-granters and devolving smaller grants that are most needed for their constituencies. This supports growing a vast network of activists as well as supports movement building. Legal advocacy in combination with the other two strategies is effective in building legal expertise and using legal mechanisms in support of empowering grassroots marginalised women nationally and globally. On its own Legal Advocacy is a great part of what makes MADRE's model 'unique' vis-à-vis what other international organisations can offer. MADRE's contribution to a 'Just Peace' reflects its strong commitment to peacebuilding but it is less articulate whether its works exclusively from a transitional justice perspective or takes a broader approach. The M&E system takes partners' realities and capabilities into account and supports these. There is, however, room for improvement to ensure that indicators and data at partners level are not disconnected from MADRE's overall results framework.

### **Impact**

MADRE's impact is a chain of impacts that accumulate over time reflecting its long-term approach and also accumulates as its partnerships grow and systemic changes are achieved for its partners. MADRE's partners are both leaders and contributors to impact. Directly impact is seen in the immediate support to women and LGBTI persons survivors of violence need for safety and services and increased documentation and representation of the realities of marginalised groups in conflict in relevant human rights mechanisms. There is also evidence of indirect impact of MADRE contributing to recognition and movement building of its partners in Iraq and Colombia. MADRE has accomplished various legal changes at global and country level through its partners.

At the global level the changes to the Crimes Against Humanity Treaty have a lasting impact on how gender is perceived and legally responded to.

### **Recommendations**

MADRE could consider how to reach out to a larger public, increase its visibility and international profile which in turn should increase its funding base.

The Strategic Plan could be strengthened in terms of making the interlinkages stronger among the three strategies. The latter should be reviewed based on the results MADRE achieved and where grantmaking can be further clarified and how grants contribute to the strategic plan goals. Legal advocacy can be strengthened to stay at the cutting edge of legal changes and capitalise on the excellent knowledge that MADRE has built.

MADRE has the intention to expand the Global South-based regional and national networks to support partners in their needs expediting the growth of partners in terms and skills and help grow the movement. This evaluation supports this initiative which would bring organisational strengthening closer to partners.

The existing M&E plan and implementation chart need to be reviewed and MADRE could consider piloting how it can improve reconciling partners' reporting with MADRE's overall global indicators through 'outcome harvesting' or other methodologies. More training and support are needed at country level and at MADRE to reach a common understanding of the M&E system and what information it yields.

Develop a partnership strategy at global and regional level that could help building movements and more support for MADRE's model, including with partners that work in similar or adjacent fields. The excellent partnerships it has such as with WILPF, the City University of New York and others can be further developed.

# 1 Introduction

This evaluation is part of a mandatory requirement in the agreement between the Swedish International Development Agency (Sida) and MADRE. It was originally planned as a mid-term evaluation (MTE) but was postponed allowing for more time for implementation of the intervention to take place. The evaluation is being conducted to assess progress to date of the Core Activities of MADRE's Strategic Plan. It comes at a point in time where MADRE will have less than two years left of nearing the end of the timeframe for its current Strategic Plan 2018/19-2022/23 and it marks the first phase of its cooperation agreement with Sida.

## 1.1 PURPOSE AND OBJECTIVE OF THE EVALUATION

**The purpose of this evaluation** is to examine the relevance, coherence, impact and lessons learnt from the implementation of the Strategic Plan/Core Activities and assess its effectiveness in achieving results.

In particular, the evaluation should:

- Help Sida and MADRE to assess the progress and results of MADRE's work with the current Strategic Plan.
- Provide evidence about the impact of the partnership to end gender violence and promote and advance just and sustainable peace.
- Seek to evaluate core elements including, relevance, coherence and impact of MADRE's organisational approaches to long term partnership with grassroots women's organisations, and advocacy with grassroots partners at global and multilateral levels, and to test assumption that the local to global continuum created by the work is transforming harmful social norms and policies in the communities of the partners and achieving lasting social change.
- Inform decision making of MADRE's strategic planning and direction and allow MADRE to determine core approaches and how those can be improved or adapted to better achieve MADRE's strategic goals.
- Provide actionable insights and recommendations that can be adopted by MADRE to improve its programmatic work.

The intended users of the evaluation are outlined below.

The intended users of this evaluation	Users
Primary users	<ul style="list-style-type: none"> <li>• MADRE Staff</li> <li>• Sida's Unit for Peace and Human Security</li> <li>• MADRE Partners</li> <li>• MADRE Board</li> </ul>
Secondary users	<ul style="list-style-type: none"> <li>• Current and potential funders of MADRE's Strategic Plan and Core Activities               <ul style="list-style-type: none"> <li>○ NoVo Foundation</li> <li>○ Oak Foundation</li> <li>○ Open Society Foundations</li> <li>○ Global Affairs Canada</li> <li>○ WeTrust</li> <li>○ Sigrid Rausing Trust</li> <li>○ Ford Foundation</li> </ul> </li> <li>• Peer funders/grantmaking institutions</li> <li>• The Swedish Ministry of Foreign Affairs</li> </ul>
Additional Users	<ul style="list-style-type: none"> <li>• Peer organisations</li> <li>• Women's movement actors working through similar strategies or approaches and conversely those working in distinct ways.</li> </ul>

## 1.2 MADRE BACKGROUND AND SCOPE OF EVALUATION

MADRE is an international women's human rights organisation and feminist fund based in New York, United States of America (US). MADRE was born in 1983, when a group of women activists, poets, teachers, artists, and health professionals travelled to Nicaragua to witness the impact of the US-sponsored Contra War. For 38 years MADRE has responded to global crises from a local perspective through advancing human rights in partnership with community-based, women-led organisations on the frontlines of war, disaster, and injustice. MADRE uses its expertise, networks, and resources to empower women's groups to meet the urgent needs of their communities to develop their advocacy and leadership. MADRE recognises that service provision efforts that are designed and led by local women's organisations with a vision for progressive change is an effective strategy to build women's political power and generate community resilience.

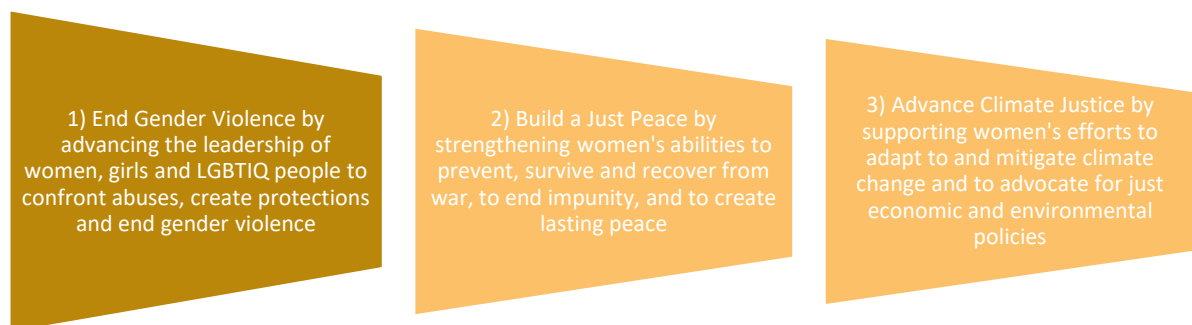
MADRE receives core funding from Sida under the agreement 2018-2021 to the amount of 30,000,000 Swedish Kronor (SEK). An amendment of two years is planned

during the fall to entail budget years October 2021 to October 2023. The core grant funds the core activities of MADRE's Strategic Plan.

To implement the Strategic Plan, MADRE has annual budgets of approximately USD 9.11 million (2018/19), USD 10.77 million (2019/20), USD 9.35 million (2020/21) totaling approximately: USD 29.23 million for the 2018–2021 period. Sida's contribution is approximately USD 3.5 million.

The object of this evaluation is Sida's core financial support, to MADRE's operations through its Core Activities as described in MADRE's strategic plan titled Fighting for Feminist Futures: MADRE Platform and Strategic Plan 2018-2022 (hereafter the Strategic Plan or SP). See Annex 3 for more details of MADRE's overall goals and objectives as well as the overall theory of change diagram.

The overall objectives of the Core Activities are to:



The evaluation is limited to looking at 'ending GBV' and 'building just peace', and does not include 'climate justice', as requested by Sida.

The evaluation focused primarily on MADRE's work in Colombia and Iraq, as both countries receive a large share of MADRE grant funds. Among the countries MADRE supports through grantmaking, Iraq receives the most money, followed by Colombia. Colombia and Iraq are also countries where MADRE has had long term engagement, and are countries that have been heavily impacted by US foreign policy and US militarism. In both countries, the work is driven by the advocacy work that MADRE undertakes and thus both countries present good examples of how MADRE has worked for a long period and has applied its model. In some instances, we include examples from MADRE's work in other countries, as they provide relevant cross-fertilisation.

### 1.3 EVALUATION CRITERIA AND QUESTIONS

The evaluation questions from the terms of reference (ToR) in Annex 1 were refined during the inception phase. The full list of evaluation questions can be found in the Evaluation Matrix (Annex 2). The evaluation questions fell under the following OECD/DAC criteria: Relevance, Coherence, Effectiveness, and Impact.

Under 'Relevance', the evaluation looked at whether MADRE is doing the right thing when applying its model of work, considering the needs of the partners and contexts.

Under ‘Coherence’, we assessed how well MADRE’s complements what others are doing. Under ‘Effectiveness’<sup>1</sup>, the team looked broadly at whether MADRE has achieved its objectives and the effectiveness of its monitoring, evaluation and learning systems and finally ‘Impact’ captured significant positive, negative, intended, or unintended high-level effects for women, girls and LGBTIQ persons in Iraq and Colombia. While the evaluation questions were used to draft the report, they have not been included in the specific findings’ chapters, as many of the questions overlap and are thus presented in a more organic way.

### 1.4 STRUCTURE OF THE REPORT

The structure of the Report is as follows:

First, we sketch the background, purpose and objectives of the evaluation. In Chapter 2 we present the methodology used, including data collection tools and limitations to the evaluation. In Chapter 3, we present the evaluation object, MADRE, including its model. In Chapter 4, we present the findings based on the ToR questions, criteria and Evaluation Matrix, followed by conclusions in Chapter 5, Lessons learned in Chapter 6 and Recommendations in Chapter 7.

This report has 8 annexes in total including the original terms of references (Annex 1), evaluation matrix (Annex 2), MADRE’s core activities and Theory of Change (Annex 3), data collection tools (Annex 4), document list (Annex 5), and list of interviewees (Annex 6), the survey results (Annex 7), overview of the specific grants and funding to Iraq and Colombia (Annex 8), an overview of the type of grants MADRE provides (Annex 9) and finally the responses from a Mentimeter survey conducted during a learning workshop with MADRE staff (Annex 10).

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<sup>1</sup> Note that the ToR did not have any Effectiveness criteria, but team suggested (and agreed with Sida and MADRE) to move the Relevance questions under this criterion. The Section on Effectiveness is therefore also smaller in scope than the others.

## 2 Methodology

### 2.1 OVERALL APPROACH AND METHODOLOGY

The overall approach consisted of a theory-based approach using MADRE's Theory of Change as the basis and probing it using the different methods and data collection tools further outlined below. The evaluation was partly summative in that it looked back at the implementation of the strategic plan and identified lessons learnt, as well as formative in its forward-looking approach to learning workshops and identifying relevant recommendations for the upcoming strategic phase.

The evaluation covers the current Strategic Plan 2018-2022. The implementation of the Strategic Plan (SP) is guided by an Implementation Chart with indicators measuring programmatic goals, internal goals, and skills goals. The implementation chart is part of the monitoring, evaluation, and learning (MEL) system and supports the implementation of all its core activities. An evaluation matrix (Annex 2) guided the data collection and analysis with key indicators.

### 2.2 METHODS AND TOOLS FOR DATA COLLECTION

The team developed a stakeholder mapping jointly with MADRE to identify all the people who needed to contribute to the evaluation. After clustering the persons to be interviewed, the team developed a general interview guide which was adapted depending on the different clusters. Finally, the team developed a survey for respondents in Iraq and Colombia which can be found in Annex 7. All interviews took place via Zoom during October and November, including for interviewees in Iraq. In Colombia some interviews were face to face and some through Zoom. The survey was sent out by MADRE via a weblink and there were no problems reported regarding recipients' ability to access the survey.

**Preparatory work was undertaken during the inception phase in preparation of the data collection tools:**

- Stakeholder mapping conducted to provide an overview of who engages with MADRE, including its Board. The team used the mapping to select relevant partners and individuals that were consulted, including for the survey to partners in Iraq and Colombia.
- Theory of Change (ToC) Workshop was done to support the team in identifying the underlying assumptions of the ToC, its validity and how the assumptions guide the core activities and choices MADRE made and makes regarding where to work, whom to work with and how to work.



**The data collections tools and methods (see Annex 4 for the specific tools applied) consisted of:**

1. Document review: The full list of documents reviewed is found in Annex 4.
2. Interviews: The team interviewed 39 persons from different clusters of the stakeholder mapping, including MADRE management and staff, representatives of MADRE's Board, partners in Iraq and Colombia, peer organisations and other external individuals who are familiar with MADRE's work.
3. Survey: which was sent through a weblink by MADRE to its partners in Iraq and Colombia focusing on closed answers and a few open questions (see Annex 7 for the full survey report).
4. Organising a learning workshop to present key points for learning and discuss relevant issues for the way forward. This workshop was not focused on presenting preliminary findings but rather on sharing issues emerging from the evaluation as an opportunity to stimulate internal discussion and learning. In addition, the team presented current challenges and opportunities to brainstorm on possible future strategy recommendations.

## 2.3 PROCESS OF ANALYSIS AND DEVELOPING CONCLUSIONS

There are different tools that were used in a sequenced way for data analysis and triangulation: the interview results, the survey, the document review, and the country interviews.

1. For the interviews we used semi-structured interview guides presented generic questions based on the evaluation matrix and adapted to each informant group. We differentiated among the various clusters of informants such as the MADRE Board, MADRE Management and staff, partners to MADRE, external stakeholders and donors, and adapted questions relevant to each of the two country cases. Additionally, data was retrieved from the documentation review. We then organised the responses per evaluation question and coded the answers. Based on this system we drafted a first text with findings per question.
2. The survey was prepared using Survey Monkey and 15 individuals responded out of 17. The survey was anonymous so answers could not be traced back to specific persons. The respondents, however, were asked where they were located so the team could link their answers to either Iraq or Colombia and which organisation they were from. We used the survey data to strengthen the evidence of the findings relevant to Iraq and Colombia. The survey response was well received and provided us with a sense of how MADRE is performing in both countries, as the closed ranking questions enabled some kind of comparison element across partners and countries. This has been particularly helpful considering the limitations mentioned above. The survey results became available at the very end of the data collection and were used to triangulate and supplement the other data.

The document review continued and was used to complement the data from interviews, validate and provide supporting evidence.



3. The team organised a ToC workshop with MADRE management and staff to better understand how the ToC came about, including its assumptions. The team used the ToC in interviews if respondents were familiar with it for confirmation of its internal logic and the use of the three strategies to arrive at the overall objectives of the SP. The three strategies are reflected throughout the report and tailored to the two countries.
4. All interview data had a section on forward looking questions which were grouped around themes relevant to the evaluation questions. The forward-looking questions were developed by the team to receive more feedback from informants on the direction of the future SP. (See Annex 2) We also used the discussion of the Learning Workshop with MADRE staff and their answers from a Mentimeter survey to confirm the direction the conclusions and recommendations should take. We compared these to our own recommendations and the latter were strengthened using these data. See Annex 10 for the Mentimeter results.
5. Once we had a final draft text that reflected all the evaluation questions, we reorganised these to four chapters responding to the evaluation questions/criteria from the ToR.
6. Finally, the team received comments on the draft report which added new data and evidence and covered any remaining data gaps through exchanges with MADRE. A final presentation of the draft report, including a discussion supported the team in refining the final report, including the conclusions and recommendations.

### **Understanding Results, including the impact of COVID-19**

MADRE's use of core funding is used for various activities which are contributing to the SP and thus Sida's resources are blended into all MADRE's core functions. Given that MADRE's approach is based on a long-term and partner-led approach there are instances where it is very clear where MADRE has taken the lead or where its partners have, and that results in first instance should be attributed directly to MADRE or its partner. Since Sida is a more recent contributor to MADRE it is impossible to determine whether Sida resources have contributed to particular results since the chain of results go back many years. It is, however, very plausible that Sida resources have enabled MADRE to support its partners in achieving intended results. Moreover, MADRE also adapted its operations as COVID-19 continued to affect partners and MADRE itself. The evaluation used a utilisation-focus and consulted Sida and MADRE during the data collection process during various moments as described earlier and summarised below:

- Start-up meeting
- Inception meeting
- ToC Workshop held with both MADRE (9 staff) and Sida (2 staff)
- Learning Workshop held with both MADRE (8 staff) and Sida (2 staff)
- Interviews with MADRE and Sida staff
- Feedback from both Sida and MADRE on Inception Report, and Evaluation Report.

During these meetings updates on the evaluation process were provided as the team made progress with its work.

## 2.4 ETHICS AND PARTICIPATION

The evaluation process and the team have consulted MADRE throughout the evaluation to make sure that the team's approach to human rights, labour conditions, the environment, anti-corruption and bribery, and the ethical values according to which their staff and consultants are expected to conduct their work has been adhered to. The team adhered to Do No Harm principles. The survey was set up to ensure anonymity and respondents were free to respond to questions of their choice. They were informed before that the survey would be sent and MADRE reviewed and facilitated both the survey and organising interviews in Iraq and Colombia.

## 2.5 LIMITATIONS

The team experienced challenges to extract Iraq and Colombia data from reports in such a way that progress could be traced over a recent period of time. The main reason for this being that different donors fund different programmes and grants, and reporting is thus fragmented and specified for each donor. There is some reporting on the work in e.g., Iraq or Colombia.<sup>2</sup> The team did an extensive document review to ensure that no data was lost in some reports and to put the pieces of the puzzle together, in complementarity with the data from interviews and survey.

Both in Iraq and Colombia MADRE has been partnering with organisations for a long time and the SP period is only a 5-year period of a long chain of progress with ups and downs. The SP proved a challenge to work with in terms of assessing objectives for the two countries as the indicators are global and not tailored to both countries. The approach to assessing progress and achievement of the SP, has therefore been quite broad and holistic in looking at the outputs and outcomes achieved, within overall programme goal and objective areas rather than tracing everything back to specific indicators. The M&E section below (section 1.14) also describes that MADRE merges data on trends and themes coming from the partners which the team could not verify how this is done.

Since Iraq and Colombia are only two countries out of a larger portfolio of countries it was a question for the team what could be generalised to say something definite about MADRE's model from the partner's perspective. The interviews with MADRE and external observers, however, provided a much broader perspective which was not limited to the two countries. Such interviews also provided examples of MADRE's model and work which is presented as additional evidence where relevant. Moreover, the reporting provides additional information and examples so that the team considers the collected data adequate to say something more definite about MADRE's model. The evaluation team has therefore considered MADRE's broader work where relevant beyond Iraq and Colombia.

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<sup>2</sup> According to MADRE, collated reporting exists for both countries for the legal advocacy work, in what is called "advocacy memos" which are of a sensitive/confidential nature. Each advocacy campaign or country-level work has a long-form narrative memo that shows activities, outcomes and impacts over time in that advocacy engagement.

It was difficult to get access to interviewees in both countries despite various efforts, including support from MADRE. This included primarily grantees (partners) as well as end-beneficiaries (in Colombia). This was much to our surprise, while we understand that MADRE's partners operate under a lot of pressure and threats. The interview data is not as robust as we had hoped and the additional data that we expected to receive would also help strengthen our triangulation efforts within country where we hoped to get more feedback on MADRE's and its partners performance. The team followed up numerous times, and MADRE staff were very helpful and supportive when they learnt the team was not receiving sufficient responses. In the future, perhaps a more formal introductory e-mail could have been useful, although MADRE did inform partners that the team would reach out. The team also launched the survey with an introductory text to motivate response from informants.

It was an explicit choice and request not to focus on climate justice and the team has therefore not reviewed any data relevant to MADRE's Goal III: Advance Climate Justice. We noted, however, that several interviewees referred to climate justice as an urgent agenda point for MADRE in relation to the other MADRE goals and the explicit link to peace, gender rights and legal advocacy.

### 3 MADRE's Model

MADRE's partners are grassroots women's groups who have joined with MADRE to build programs that meet urgent needs in their communities and create lasting solutions to the crises they confront. The projects that MADRE runs together with partners are women-led and guided by the priorities of local communities.

MADRE does not have any local offices but works out of its headquarters in New York. MADRE works in Latin America and the Caribbean, Africa, Asia and the Pacific, the US and the Middle East in specific countries. Currently it works in Nicaragua, Guatemala, Haiti, Colombia, Kenya, Palestine, Syria, Sudan, the Democratic Republic of Congo and Iraq.<sup>3</sup>

MADRE's programmatic work and partnerships focus in particular on (as defined by MADRE in its own words):

- **Indigenous women** because their leadership is rooted in the values of collective rights and sustainability that we need to create viable, global social change.
- **LGBTIQ people** because an effective, comprehensive approach to gender justice demands that the women's rights movement ally with movements for justice on the basis of sexual orientation and gender identity.
- **People with disabilities** because they are disproportionately impacted by war and disaster and because their leadership enables us to identify solutions that meet the needs of all.
- **Young women and girls** because investing in intergenerational leadership is crucial to the long-term success of our movements, and because they hold solutions and advance strategies that we need today.
- **Afro-descendent women** because their work at the intersection of tackling racial oppression and gender discrimination is crucial to the success of both movements.

MADRE's Strategic Plan includes the following three goals: 1) *Women at the Margins Lead*; 2) *Policies and Attitudes Change*; and 3) *Progressive Movements Gain Power*. See more details about the goals and MADRE's theory of change in Annex 3.

In the Theory of Change (Annex 3), MADRE's methodology called 'Partnerships for Change' is also illustrated consisting of three interlinked strategies (hereafter also referred to as 'the MADRE model', which it uses to advance its objectives and the goals of the Strategic Plan:

- **Grantmaking**
- **Organisational Strengthening<sup>4</sup>**
- **Legal Advocacy**

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<sup>3</sup> Note that the list is not exhaustive, so MADRE should be contacted for the most recent list.

<sup>4</sup> Please note that in the SP this was called Capacity Building

There is also a strategic focus on **Movement Building**.

The three strategies are MADRE's way to engage with partners in such a way that partners can lead, become experts and strengthen their communities ultimately leading to growing their power and influence both nationally and globally. This in turn feeds into MADRE's work to grow a global, feminist movement led and inspired by those grassroots organisations to achieve lasting social change for their communities.

### **Grantmaking**

MADRE's granting scheme and key strategy is accumulative over time starting with small grants and when that works well moving to larger grants for longer periods. Grantees can receive several grants at the same time depending on their needs. For example, a small grant (such as emergency or advocacy grants) to respond to an immediate need while they receive a partnership grant for a longer period. MADRE works through partners in-country and Iraq and Colombia are in the top tier of the grant pyramid. Both countries have also been heavily impacted by US militarism or US foreign policy and MADRE focuses on specific populations, including supporting them in preparing for human rights reports and providing testimonies from the grassroots to the global level. This implies that MADRE's work not only impacts local populations but also global and multilateral levels.

The focus of grantmaking is on local organisations, networks and groups that are "under the radar" of other international funders and large aid organisations. MADRE's focus is on partnerships reaching out to women-led organisations that prioritise the leadership of their aforementioned target groups. More recently, with the launch of MADRE's VIVA Girls initiative in 2019, it also funds girl-led groups.<sup>5</sup> It does so through: Direct Service (grants for immediate needs), Convening and Movement Building; Crisis Response for Human Rights Defenders; Skills and Leadership Development, Advocacy and Policy Change, and In-Kind Support.

**Organisational Strengthening** is MADRE second strategy which focuses on improving the skills of individuals and organisations to mobilise their communities, influence policies and sustain gains made while also growing their movements. Amongst others, it includes Training, Accompaniment, Funding Models, Legal Expertise, Advocacy and Communications and Strategic Exchange.

**Legal Advocacy** which is MADRE's third strategy is a major programme in Iraq and Colombia and also runs in other countries that MADRE supports. In both countries, MADRE's team of advocates and lawyers train and accompany partners in shared campaigns for policy and legal change. MADRE's work in Iraq and Colombia focuses on social change and human rights with multiple partners and partners' networks. One of the methodologies applied here is '*Strategies for Change*' (SfC) Convenings, which are designed to strengthen in-country collaborations between civil society organisations, crossing geographical and political divides for a ground-up approach to

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<sup>5</sup> Source: <https://www.madre.org/VIVAgirls> (last accessed: 23.11.2021).

movement building, to both meet immediate needs and create long-term sustainable change. Participants come together to share and discuss their challenges, best practices, and practical recommendations for the local and international communities to better-inform policy decisions that affect their work and lives. In addition, MADRE works with partners outside of SfC to develop their own strategic advocacy priorities and plans and executing these locally and globally.

### 3.1 MADRE'S FUNDING DISTRIBUTION

MADRE pursues to distribute funds evenly across programme areas, according to a Strategy update reporting in 2020. Prior to COVID-19, MADRE projected to allocate 32% of grant funds to Ending Gender Violence programme; 41% to Building a Just Peace; 16% to Advancing Climate Justice; and 11% to its multi-year campaign, No Borders on Gender Justice. However, the rapid spread of COVID-19 and the needs identified by its partners during this crisis shifted resource allocation with MADRE ultimately disbursing 56.6% of its funds to the Ending Gender Violence programme; 21.4% to Building a Just Peace; 17.2% to Advancing Climate Justice; and 4.8% to its No Borders on Gender Justice Campaign. MADRE is strengthening the grantmaking systems and as the pool of funds is growing, MADRE states it is on track in terms of achieving its 2022 goal of evenly distributing its grants across programme areas.<sup>6</sup>

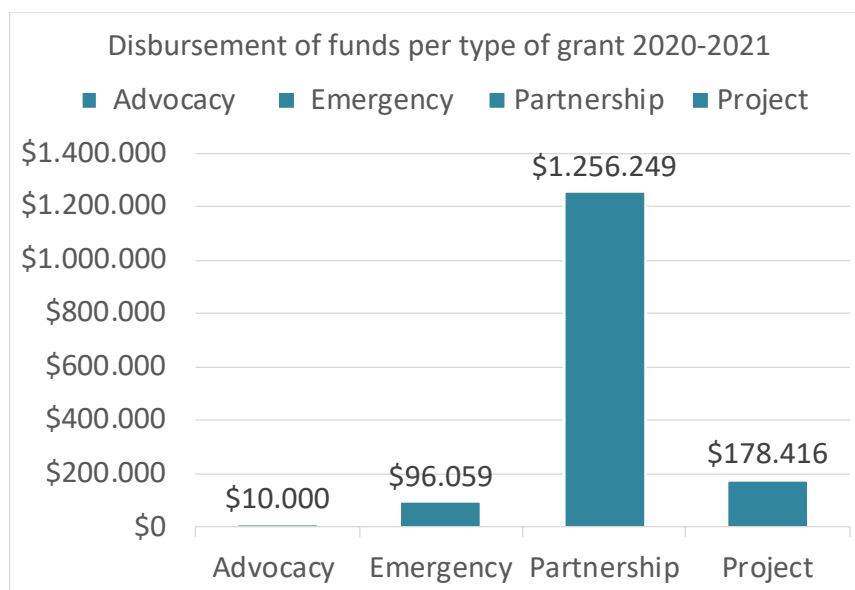
### 3.2 GRANTS AND DISBURSEMENTS TO IRAQ AND COLOMBIA

MADRE's total grant support for financial year 2020 to Iraq was USD 475,382 and to Colombia was USD 251,093 respectively and for financial year 2021 to Iraq USD 515,450 and to Colombia USD 298,799.

In 2020-2021, MADRE provided USD 990,832 in grants to Iraqi partners, and USD 549,892 to partners in Colombia. As can be seen in the Figure 1 below, most funds were given as 'partnership grants', making up 81%, followed by 12% to project grants.<sup>7</sup> As can be seen in the Grants Overview in Annex 9, the Partnership Grants are made exclusively to Partners with whom MADRE has a prior working relationship. These grants allow MADRE to invest in organisations' long-term institutional goals, and the strengthening of their own organisations. Project-specific grants are defined as grants to community-based organisations for a time-limited period that may provide additional capacity-building support and organisational strengthening to the organisation.

<sup>6</sup> MADRE Strategic Plan Updates 2020, p. 1.

<sup>7</sup> A partnership grant is a: "Grant made exclusively to Partners with whom MADRE has a prior working relationship. These grants allow MADRE to invest in organisations' long-term institutional goals, and the strengthening of their own organisations." Grantmaking manual, draft received by the team 15.12.2021, page 1. Grantmaking manual and grantmaking assessment tools were included in the desk review library at beginning of evaluation process.

**Figure 1: 2021 Disbursement per type of grant**

*Source: MADRE's data provided to the Evaluation Team of grants for Colombia and Iraq FY20 and 21*

MADRE has worked with OWFI since 2004<sup>8</sup> with other partners since the 1990s and has in the current strategy period provided grants to over a dozen organisations. Of the USD 990,832 provided to Iraqi partners, USD 828,450 went to OWFI, which is MADRE's primary partner. OWFI has primarily received partnership grants (5 grants in total), except for one emergency grant, which helped OWFI distribute food, medical and emergency supplies during the demonstrations in 2020.

In Colombia, MADRE has primarily worked with two key organisations: Proceso de Comunidades Negras (PCN) and Taller de Vida (TdV). Both partners receive partnership grants primarily and also emergency grants during COVID-19 (most significantly to TdV) amounting to USD 203,799 for PCN and USD 257,000 for TdV. MADRE has committed to providing Taller de Vida multi-year, flexible support for their work, including support for strengthening organisational capacity. TdV has received a total of six grants in 2020-2021, including three partnership grants amounting to USD 329,000. PCN has received two partnership grants in 2021 amounting to USD 407,598. USD 89,093 are provided through Project and Emergency grants to six other partners.

In Annex 8, we include more detailed overviews of the grants provided during 2020-2021 for partners in Iraq and Colombia. In Annex 9, we include an overview from MADRE of the different types of grants it provides to partners, including their time frame and minimum and maximum amounts.

<sup>8</sup> MADRE's Action Plan for Enhancing Gender Rights in Crisis, June 2018, p. 33. MADRE did not make strategic plan updates since its creation in 2020.



## 4 Findings

### 4.1 RELEVANCE OF MADRE'S MODEL OF WORKING IN LONG TERM PARTNERSHIPS AND PROVIDING FLEXIBLE FUNDING TO PARTNERS

#### 4.1.1 Grantmaking

MADRE's approach to Grantmaking is one rooted in solidarity. According to MADRE staff, it did not start out as a grantmaking organisation but has steadily grown this component of its work. The team learnt that MADRE has taken targeted measures to strengthen its role as a grant maker and build its capacity to grow and monitor the grantmaking function.<sup>9</sup>

**Adaptable types of grants applied.** Grantmaking does not work in a one-size fits-all model, rather there is a range of six categories of grants (See Annex 9) that are designed to adapt according to the reach and needs of the organisations and projects. Thus, grants range from projects that have immediate and local impact (3-6 months), such as the seed grants and emergency and disaster grants, to project-specific grants that provide capacity-building support and organisational strengthening for a limited period. Finally, there are the partnerships grants that provide support to the organisations' long-term goals.

**Feminist values.** MADRE includes its feminist values and vision across its work, including in influencing US foreign policies and contributing to articulate a Feminist Foreign Policy.<sup>10</sup> The title of its SP is 'Fighting for a Feminist Future and its SP is clear in transformation and building momentum towards social justice at every level, from local to global, requires an approach grounded in and led by local communities and advanced by feminist movements. For MADRE, grassroots feminists worldwide are leading the way. They are holding the line against assaults on rights, dignity and a century of progressive policy gains. They are developing effective solutions to some of the world's most intractable challenges – climate change, war, and gender violence. Their vision of feminist futures – of a just, peaceful and sustainable world – has mobilised a new wave of progressive organising and power.<sup>11</sup>

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<sup>9</sup> MADRE's Response to Sida's Assessment, August 2018. P. 21.

<sup>10</sup> <https://www.madre.org/press-publications/press-release/new-feminist-peace-initiative-releases-movement-driven-foreign>

<sup>11</sup> <https://www.madre.org/jumpstart>



*“MADRE has helped us to recognise misogyny, to be conscious of the psychological violence that can take place in an organisational context. It has been a process to recognise our voices in the planning, to allow women to participate in this context and apply feminist values.” – MADRE Colombia Partner*

*“We often face an issue with organisations using people with disabilities as a decoration or to attract funding. In MADRE their humanitarian values are high. The fact that we get a grant is a recognition of our ability to implement projects.” – MADRE Partner Iraq*

*“What is special about MADRE is the flexibility with which they deal with our work on the ground. They let us decide on our priorities at the time we need it. They never tell us what to do. Just the main guidelines. And as feminists on the ground, we can take what we feel is relevant. Other donors give us a good amount of money, but they force us to do certain activities which are not our priority.” – MADRE Partner Iraq*

In Iraq, MADRE has worked closely with partners to define the programme design and the needs and how the grant is best used. MADRE helps partners identify goals and then helps translate these into more technical terms including defining indicators. This has been very appreciated, as one partner in Iraq expressed:

*“In order to change the outlook of women in a difficult context like Iraq, you need all the staff in all positions in the field. When you do that who is going to write the proposals to the funders? MADRE took the heavy lifting of computer writing from us and made sure we had the funding we need. The number of hours put in by MADRE staff to support us and write grants put us in another place all together and it gave us a backbone. Other organisations struggle to survive.” – MADRE Partner Iraq*

MADRE avoids working with more professionalised NGO's that already have access to funding and decision-making spaces but rather focuses on grassroots organisations. It should be noted that MADRE's long term engagement with partners means that it will stay in supporting partners MADRE stays and does its long-term partners not leave since strengthening local grassroots takes time, hurdles will be part of the way, including changes in the context and thus how grassroots change priorities and tactics. This is not a coherence issue but noteworthy and intricate to its model, the three strategies and political solidarity. In turn, this approach also reinforces trust which cannot be build overnight.

**Long-term approach to partnerships and trust-building.** In relation to the grantmaking model, interviews from Colombia and MADRE's Staff, as well as the survey, provide important details to show the relevance of MADRE's work in terms of partners expressing their needs and leading. In both key partnerships in Colombia, with PCN (since 2018) and TdV (since 2001). There are long term partners that have been working with MADRE for more than 35 years, for example, Wangki Tangni in Nicaragua.

Trust was a word that appeared in many interviews on both sides of the partnership. The model is successful because it is based on trust, with a shared feeling of working together towards the improvement of conditions of women and girls around the world. Partners in both Colombia and Iraq expressed that MADRE's work is founded in women's activism. As one partner noted:

*"It's not enough to read about the history, to listen what we have been through generations, the feeling is that MADRE came all the way to my community."* –  
MADRE Partner Colombia

For long term partners, trust has been essential to sustain partnerships with MADRE and despite the physical distance there is sense of closeness and a shared agenda with a common goal.

**Grants aligned with contextual needs.** The partnership model has been developed to respond to the local context and oriented to also respond to the national and global contexts and needs of the organisation. For example, with PCN despite not being a women led-organisation, their approach to Afro-descendant women in Colombia and the recognition that there was a need for women leadership and putting sexual and gender-based violence (SGBV) at the centre of their work was a driver to build the partnership with MADRE. They needed support from MADRE to strengthen their legal advocacy work at many levels.

With TdV, in 2000, the work was focused on former child soldiers, victims/survivors of the armed conflict with a methodology that has been able to successfully reintegrate 75% of the targeted group. Now with the implementation of the peace agreement, their work has focused on undertaking preventive work engaging with the Colombian National Truth Commission with the voices of the youth in the transitional justice system of Colombia.

**Network based and targeted to Build the Movement.** The grantmaking model builds networks around the region and strengthens women's movements in its capacity to impact normative and policy change in the long term. Building the movement by connecting women survivors of SGBV and experts from different regions and exchanging life experiences among women has resulted in a useful strategy to respond to SGBV and peacebuilding in war-torn countries. An informal network between advisers and consultants has been created to strengthen the legal advocacy work and guide partners in relevant, legal initiatives. An Indigenous leader and former commissioner at the Guatemala Truth Commission, provided advice to Taller de Vida during the process and engagement with the Colombian Truth Commission in 2020 based on her experience working with Indigenous women, victims of the genocide in Guatemala.

MADRE facilitated that OWFI met virtually with MADRE's other partner SOFEPADI from the Democratic Republic of Congo (DRC) to exchange experiences (as well as

providing good practices from Iraq) on how to work with shelters and protect these from government, militias, and threats from tribal groups.

**Grantmaking in synergy with Organisational Strengthening and Legal Advocacy strategies.** Between both MADRE Staff and long-term partners in Colombia, there is an underlying assumption that resources are fundamental. Without grantmaking it is difficult to implement activities in legal advocacy and organisational strengthening. Likewise in Iraq, funding for marginalised organisations fighting for women’s rights, LGBTIQ rights and disability rights has challenges.

The overall survey results (see Annex 7) indicate that respondents are confident with the work that MADRE has been undertaking in terms of assisting their organisations to become stronger by allocating grants to their activities. Between 7 and 12 respondents highly attribute their growth and capacity to MADRE’s involvement and financial support. All 15 respondents agree that MADRE has sufficiently funded their projects at the right time: such attribution includes the growth of their organisation. Respondents also suggest that the success of MADRE’s grant support is linked to the level of independence that they provide to their partners, including being flexible, trustworthy, having common shared goals and understanding the partner organisations’ needs (see more further below on flexibility and adaptability). Other successes mentioned by respondents include that MADRE has enabled them to apply advocacy skills and the art of “influencing the international scene”. Also, mentioned is how MADRE through their grants has “contributed to the development of technical skills and capacity”. There are some who indicate that MADRE can improve in supporting their developing external networks.

#### 4.1.2 Organisational Strengthening

MADRE has provided partners in Iraq and Colombia with Organisational Strengthening support, through a range of activities such as training, accompaniment, legal expertise, advocacy and communication and strategic exchange. On one side, the support relates to strengthening organisations’ systems and procedures, and on the other it relates to strengthening knowledge such as on human rights, domestic violence, knowledge of different international actors and processes and SGBV. The thematic capacity building takes place through technical advice, preparing guidelines and sharing of best practices, training and meetings with peers and experts. Identifying the needs for capacity building is based on an assessment by partners combined with continuous dialogue and exchange. The team found evidence of organisational strengthening being relevant to partners in Iraq and Colombia and that it reinforces partners to grow, sustain activities relevant to them and become experts themselves.

To MADRE<sup>12</sup>, success is when partners are better able to meet self-identified urgent needs and have the resilience to withstand shocks, adapt and respond effectively to unforeseen challenges. MADRE partners in Iraq gave numerous examples of how MADRE provided relevant organisational support ranging from helping strengthen financial systems, to sharing relevant technical material and information on specific

<sup>12</sup> Source: <https://www.madre.org/grantmaking> (last accessed: 22/11-2021).

issues (e.g., around SGBV, shelters, working with the UN, documentation work etc.) to training staff on leadership. As two partners in Iraq explain:

*“MADRE has been very flexible to share information and support with us. They always ask if we need any trainings on certain issues.”* – MADRE Iraq Partner

*“Women empowerment sessions we did with the MADRE grant was effective – a series of sessions covering different topics. Some of the women could apply for small funds from MADRE itself. The sessions were quite helpful to help young activists.”* – MADRE Iraq Partner

In the survey, another respondent explained that the organisational strengthening support:

*“It contributed to improve the staff skills through the provided trainings”* – Survey respondent

The evaluation found that the clearest example of MADRE supporting a partner and strengthening their organisation’s ability to withstand shocks timely and in a highly relevant manner is in the case of OWFI.<sup>13</sup> Apart from providing organisation-wide training to OWFI on how to manage security threats, and other types of technical assistance and advocacy training over several years, MADRE supported OWFI in January 2020 to withstand the threat of closure brought on by a Government lawsuit. See more information under section 4.4. Impact. In January 2020, the government began a lawsuit as a politically motivated attack against OWFI’s support of popular, pro-democracy uprisings and their work providing shelter for domestic violence survivors. MADRE provided legal strategy support to OWFI and ensure the legal recognition of their work<sup>14</sup> (see Box 1 below).

#### Box 1: OWFI’s court case

The Iraqi government filed a lawsuit against OWFI, in January 2020, asking the court to dissolve the organisation for its role in the protests, for sheltering women under the threat of “honour killings,” and for promoting LGBTIQ rights<sup>15</sup> (see more under Impact section 4.4.). This lawsuit threatened OWFI’s legal right to operate as an organisation, threatening the essential protections they provide, such as their nationwide network of shelters.

The lawsuit is an indication of the lack of government recognition of OWFI’s core work namely their lifesaving network of shelters. This need for shelters became even more apparent at the time of the ISIS occupation when fighters targeted women with

<sup>13</sup> Since 2003, the organisation of women's freedom in Iraq (owfi) has represented a non-compromising feminist voice to challenge the growing patriarchal, tribal, and religious institutions gaining ground in Iraq, and to combat the rise of the misogynistic groups like ISIS. We are anti-imperialist, anti-colonial, and staunchly feminist. <http://www.owfiiraq.org/about-owfi.html>

<sup>14</sup> Read more on: <https://www.madre.org/press-publications/article/organization-women's-freedom-iraq-prevails-winning-year-long-court-battle>

<sup>15</sup> MADRE Interim Report to Oak Foundation, December 2020, p. 7.

rape and sexual slavery, and people in danger had few places to be safe. During the ISIS occupation OWFI was able to respond to the increased need, mobilising to provide care, counselling, and shelter for survivors of ISIS violence. A key strategy of OWFI has been to seek recognition and approval by local judges and authorities across the country for their essential work, while at the same time being threatened by the government.

In response to the lawsuit, OWFI, with support from MADRE, spent months preparing for the court hearing by responding to document requests and by preparing briefings in response to the claims. Since the lawsuit was filed, MADRE's team of legal experts provided consistent support to OWFI, helping to shape its legal strategy and filing an [amicus brief](#) in support of OWFI's court case.<sup>16</sup> After a long legal attack, in November 2020, a judge dismissed all claims against OWFI.

**Cross-movement learning.** Organisational strengthening is based on the idea of cross-movement learning and joint efforts to occupy spaces for decision-making and legal advocacy within the partnership objectives for change. Organisational development not only applies to long-term partners but also to organisations and communities which these partners work with on the ground, so there is a cascading effect, with other women and marginalised communities and organisations that are indirect beneficiaries of the grants.

**Capacity building strategies** are an integral part of organisational strengthening that MADRE has developed over the years with their partners, e.g., the tool of the Women Leadership Ladder; bridge shared experiences between women at the margin, raising their voices through their testimonies in decision-making spaces (e.g. UN and Human Rights Councils); training with legal experts and academics in reporting SGBV and designing strategies together to bring legal change and policymaking in the local, national and international level. In addition, staff receive training in specific skills like strategic planning and how to communicate with funding partners to impact their work. Also, capacity building shared strategies are designed in an escalating manner, identifying the priorities and the needs of the organisation with a roadmap for a medium- and long-term goals.

**Connecting Organisational Strengthening with the legal advocacy.** The organisational strengthening is structured in way that it connects to legal advocacy. Both are intertwined and in support of each other. There is a natural symbiosis between both strategies as if one is a continuity of the other. The legal advocacy team with training and expertise have built capacities and provided tools to partners that have been essential to advance their work, and as a result, partners are better equipped organisations to provide inputs and insights to the legal advocacy team and co-create better strategies to implement their legal advocacy agenda. It is an interdependent cycle and it plays off in a very coherent and organic way. For example, with PCN in Colombia, there was a need to strengthen its Human Rights Advocacy team, with

<sup>16</sup> MADRE Interim Report to Oak Foundation December 2020 P.14.

organisations in Buenaventura, Chocó, Putumayo and the Caribbean Region (regions with presence of Afro-descendant communities in Colombia). With the support from MADRE's legal advocacy team, young and older women in the organisation were trained to work in the Human Rights Team of PCN in different regions on how to document information and produce analysis on ways of preventing violence. This resulted in a structural change in the partner organisation with the result that systematic documentation of SGBV in PCN became possible and, above all, with the participation of Afro-descendant women. This is evidence that both teams played a critical role in building the political activism of Black women that exist today in the organisation. An example from Iraq was when a lot of UN organisations opened offices as a response to the ISIS occupation, and MADRE decided to inform partners on the different UN agencies and their mandates to better target these in advocacy efforts. Both the strategies are relevant in an integrated and accumulative way where partners become stronger organisations with the relevant legal advocacy skills. This is also confirmed in the survey where two thirds of the respondents confirm that MADRE has supported partners in becoming a human rights organisation and helped them developing strategies (see Annex 6, Figure 2).

**Building Women Leadership** in the MADRE's organisational strengthening model, has proven to be successful in many ways. First, there is a catalyst process that starts from responding to immediate needs of victims of SGBV and that through the healing process these women become leaders in their communities and stand out in their organisations as spokespersons. MADRE - through its technical and training support - has provided marginalised women including Indigenous and Afro-descendant women with the knowledge and awareness to recognise misogyny, SGBV, and even sometimes the psychological violence that occurs at times. Building leadership among Indigenous and Black women over the past four years have resulted in women with strategic responsibilities in the organisations/partners today (see more under Impact).

**Developing women's leadership.** One of the examples of MADRE addressing social and economic equality from the Global South through capacity building is empowering Indigenous women and providing resources to support Indigenous women-led enterprises. In Guatemala this was achieved through two projects: animal husbandry and Indigenous clothing. With MADRE's support, Indigenous women in Guatemala have been able to pass on their traditional knowledge through weaving to young girls in the community and sell their products at the market.

MADRE's support and training have provided opportunities to Indigenous and Black women to be recognised as leaders in their communities. There is a multiplying effect that results in women's political leadership to represent the needs of women in their communities. In 2019, for example, MADRE provided the resources for 39 Indigenous women from Guatemala to travel and meet Indigenous women and organisations in Nicaragua to exchange experiences and learning during an [Indigenous Women's Exchange](#). They not only shared experiences on SGBV but also talked about political participation and women's leadership as peacebuilders and defenders of women's, how to build cross-border solidarity, organising models and strategies as well as how to connect to global-level advocacy. An important illustration of MADRE's approach was



that the partners led in determining the agenda for the exchange reflecting their needs and wishes. Some of the key take aways for both the Nicaraguans and Guatemalans were cultural exchange, shared through traditional dances and weaving, creative sharing of self-portraits to enable them to see themselves comparatively within movements, learning about different community initiatives undertaken in the two countries, including using radio station to share messages about women's and Indigenous rights; messages of peace amid local conflict/government unrest; positive masculinities; sustainable agriculture/local farmers markets; impending climate disasters and ideas on collective farming.

From the survey results (See Annex 7, Figure 2) MADRE's organisational strengthening support especially in human rights, feminist approaches and the promotion of women's leadership is evident since the majority (up to 11 respondents out of 15) affirm the support from MADRE.

More generally, the respondents appreciate the level of technical support provided by MADRE including in project design, monitoring and evaluation (see more under M&E section 4.9). Some respondents, however, feel that MADRE can improve and also expand in their engagements especially on building communication and media skills and strengthening its partners in security and risk analysis. (See Annex 7 section on Organisational Strengthening).

#### 4.1.3 Legal advocacy

The team found that MADRE's approach to Legal Advocacy is very well articulated with a clear 'theory of change' for how to approach the work. When combined, the work with Legal advocacy complements the other two strategies well, particularly due to the highly skilled legal expertise of MADRE staff. This is illustrated by the following quotes from external interviewees who expressed high appreciation of MADRE's work:

*"They come up with a legal strategy that is smart, because they have the birds eye view and the link to the international system."* – Donor and ally

*"The quality of the legal minds operating MADRE, to come up with very sophisticated strategies in the legal system that does not conform to Western legal systems. There are not many Western organisations to trust that we can do this. The quality of their staff is excellent."* – Donor and ally

*"MADRE works in international fora, but they do not instrumentalise their partners at the frontline or do the opposite like diminishing their knowledge with 'this is too hard for you to understand'-attitude. MADRE supports people to become their own interlocutors and just opens the doors. They equip partners effectively to be able to work in and engage in these spaces."* – Donor and ally

The evaluation team found that overall, the legal advocacy strategy is highly relevant to MADRE partners in Iraq and Colombia, particularly due to the high technical

expertise of staff as well as the knowledge and ability to navigate both local as well as global contexts.

In Iraq, MADRE and OWFI have since 2015 been leading a campaign with other Iraqi organisations, for the passage of Iraq’s draft Family Violence Protection Law with a proposed amendment (for the Central Government)<sup>17</sup>, which could potentially recognise and protect NGO-run shelters, like the ones OWFI runs. Furthermore, the law, if approved, would criminalise domestic violence and strengthen access to services for domestic violence. This work has been ongoing for many years, and in light of Iraq’s recent parliamentary elections in October 2021, it is still to be seen whether the law will be adopted by the new parliament. This work is deemed highly relevant by all partners in Iraq and external informants interviewed, particularly as the absence of this law remains one of the biggest barriers to combatting SGBV.

The team found that the two-pronged approach of MADRE was highly relevant. On the one hand, OWFI has spearheaded a domestic movement of Iraqi civil society organisations advocating to the central government in Baghdad to legalise private shelters, while working to obtain additional written agreements from decentralised government officials from across the country to ensure local approval of shelter operations. While, on the other hand, MADRE’s local advocacy efforts have consisted of engaging the international community stakeholders to increase attention and mobilise international political support to pressure the government to authorise NGO-run shelters (see more under Impact section 4.4.).

As the position of OWFI has grown so has its influence and outreach and this a relevant example of MADRE using its position and expertise to influence actors which it has access to. As a partner expressed:

*“MADRE women have a way of interviewing my colleagues and publishing the info to the world to support them to give them a position within the human rights movements.” – MADRE Iraq Partner*

The team also found that a highly relevant approach to working with Legal Advocacy in Iraq has been the Strategies for Change (SfC) Conferences, which is a unique methodology (see more under section 4.4 Impact). MADRE and OWFI co-hosted two Strategies for Change conferences in 2018, one in Beirut in May and another in Erbil in November. These conferences each convened over a dozen Iraqi CSOs, incorporating women’s, LGBTIQ and, for the first time, disability rights organisations. With the most intersectional representation of CSOs to date, the conferences provided an open and safe forum for participants to discuss challenges and best practices to protect and meet the needs of women, girls and minorities fleeing violence and trafficking; amend Iraq’s shelter and identification card policies and ensure recognition

<sup>17</sup> The Kurdistan Regional Government (KRG) adopted in 2011 the Law Against Domestic Violence.



of gender-based crimes committed by ISIS.<sup>18</sup> Due to COVID-19, MADRE could not host physical meetings, but instead conducted two virtual SfC conferences<sup>19</sup> in 2020<sup>20</sup>.

A similar process has been applied in Colombia with PCN in addressing Afro-descendent women's rights and collective territorial rights in peace implementation, including for example, in the transitional justice process, and particularly the Special Jurisdiction for Peace.<sup>21</sup> A joint strategy was designed based on the goals, stakeholders, and what impact they wanted to have in the framework of the peace accords as an Afro-Colombian organisation to ensure implementation of gender and racial justice provisions of the Accord, along with recognition of the voice of Afro-descendant women survivors of SGBV. Campaigns and self-protection protocols within Afro-descendent communities were built into the process. PCN leaders went to Geneva and were able to represent Afro-Colombian communities before the CEDAW and Human Rights Council Periodical Review with recommendations, securing strong observations from these bodies that they could use to pressure the national government.

*“In conversation with Kirby and Lisa, we discussed about the process of reporting SGBV: how do you characterise this type of violence and what are the measures to support survivors of SGBV. I liked the workshops; the methodologies were designed together. There are always designed together. We learned about what kind of information is necessary to document SGBV from the Afro-descendent women's perspective, in how we could be concrete in the process of reporting and careful in not revictimising the survivors, in how can we continue with the systematisation of the data and the creations of database of SGBV from our experiences, data about us.” – MADRE Colombia partner*

The interviews with MADRE's Legal Advocacy team suggest that the Legal Advocacy Strategy plays a central role in MADRE's work and the implementation of its SP and overall goals (*End Gender Violence, Build a Just Peace, and Advance Climate Justice*). It is through this work that MADRE continues to remain relevant to the partners and provides the inputs necessary to enhance the work of its partners to address social inequality based on racism and sexism.

The Legal Advocacy strategy has created a bridge between experts and academics in international and human rights law identifying with grassroots movements what the best mechanisms and strategies to improve policies and change laws to address and prevent

<sup>18</sup> Final report to Sigrid Rausing Trust February 28, 2019, p.1.

<sup>19</sup> These centred around organisational strengthening and movement building to end domestic violence. The prevalence of the domestic violence problem also compelled partners to expand participation in the training to include emerging leaders from each of their empowerment sessions. Training also focused on general COVID-19 prevention and offered modules on psychosocial support for activists.

<sup>20</sup> MADRE Interim Narrative Report to Sida December 2020, p. 10.

<sup>21</sup> The **Special Jurisdiction for Peace** (in [Spanish](#): **Jurisdicción Especial para la Paz, JEP**), also known as **Special Justice for Peace** (in Spanish: **La Jurisdicción Especial para la Paz**), is the [Colombian transitional justice](#) mechanism through which [FARC](#) members, members of the Public Force and third parties who have participated in the [Colombian armed conflict](#) are investigated and put into trial.

SVBG are, through statements and developing joint letters, and reports to pressure national governments and international and regional legal systems. As an example, MADRE filed jointly with the Human Rights and Gender Justice (HRGJ) Clinic of the City University of New York (CUNY) School of Law and the Organisation of Women's Freedom in Iraq (OWFI) a petition to the International Criminal Court (ICC) seeking to advance protection of the rights of women and LGBTIQ people on the international stage and to prosecute ISIS for crimes they have committed on the basis of gender, including discrimination based on sexual orientation and gender identity.

The survey results (see Annex 7) indicate that 14 respondents except for 1 are satisfied with legal advocacy support provided with MADRE. A considerable number of respondents indicate that MADRE could further improve supporting partners having greater influence at the UN-Security Council.

While we see MADRE's overall Partnership for Change model as appropriate, particularly in the cases where all three strategies (Grantmaking, Organisational Strengthening and Legal Advocacy) are applied by MADRE directly, it is not always evident how the Partnership for Change model is implemented when other grants are provided. In Iraq, MADRE has worked extensively together with OWFI over many years on all three strategies. But in other cases, project/advocacy grants have been provided to a number of organisations (decided jointly by a committee of MADRE partners in Iraq consisting of OWFI, ASUDA, IraQueer and HUK). It is ultimately MADRE which decides whom to engage with in the long term and this is usually one or two organisations at most per country. The number of long-term partnership arrangement also depends on MADRE's own capacity. While the team notes the positive element in having a committee to decide on who should get grants, it is not evident how the Partnership for Change approach is applied or reflected in these grants/partnerships. MADRE might provide grantmaking to a partner, but not engage in Legal Advocacy because the partner does not have this interest, or Organisational Strengthening, because the partner e.g., does not express any particular needs for organisational support. It is also noted that these organisations who have received grants are not reflected in annual reporting for example to Sida.<sup>22</sup>

#### 4.1.4 Flexibility and adjusting to changing needs

In terms of working in a flexible manner, in the Iraqi context, the team found that MADRE has successfully provided flexible support to the partners interviewed. This has firstly been ensured through the open and continuous dialogue with the partners as well as through addressing specific needs that partners had.

During the evaluated period, MADRE partners in Iraq have experienced considerable external challenges, from unstable political environments and events, waves of

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<sup>22</sup> MADRE has a tiered partnership model for grantmaking that specifically accounts for the fact that not all grantee partners are engaged in the 3 strategies at once. See also MADRE's Grantmaking Manual Draft.

demonstrations, the aftermath of the ISIS occupation and threats to their operations. In October 2019, Iraqi civil society organisations and activists took to the streets to demonstrate against the government's corruption, high unemployment, direct public services and foreign interference. OWFI played a leading role in these demonstrations, including ensuring the leadership and safety of women in the demonstrations. MADRE supported OWFI with consistent communication and support for assessing the security situation, which helped OWFI assess when it was safe to air its radio programs.<sup>23</sup> As one of the interviewees described:

*“What is special about MADRE is the flexibility with which they deal with our work on the ground. They let us decide on our priorities at the time we need it. They never tell us what to do. Just the main guidelines. And as feminists on the ground, we can take what we feel is relevant.*

*Their feminist method of allowing us to decide our specific work plan, specific timing and re-allocating parts of the budget to estimate the work on the ground – in that sense they’ve been very supportive, and they’ve empowered us on the ground.” –*  
MADRE Partner in Iraq

In the context of the aftermath of the ISIS occupation, OWFI staff ran great personal risks to help survivors of violence. The support from MADRE, both financial as well as emotional, was deemed important:

*“We’ve been threatened a lot and they attempted to run us over with cars. MADRE supported us financially in this period, also for the documentation work and also emotional support which helped us a lot. They were always communicating with us. This motivated us to be able to give our best. We felt that there were people in the US who supported us in their hearts.” –* MADRE Partner Iraq

The COVID-19 pandemic has also required adaptive and flexible approaches<sup>24</sup> to supporting partners, and particularly to raise awareness of and respond to the rise in domestic violence as a result of the pandemic.<sup>25</sup>

MADRE supported Handicap Union of Kurdistan (HUK), which organised 20 participants of MADRE-supported workshops to lead an organising effort of people with disabilities to raise awareness about COVID-19 and distribute 100,000 copies of the World Health Organisation guidelines for prevention and response throughout Sulaymaniyah. Participants also went door to door to distribute food and PPE to those with disabilities to encourage people to stay home and slow the spread of the virus. With this target group, virtual means were not a good approach, and MADRE understood that:

<sup>23</sup> MADRE Interim Report to Oak Foundation, December 2020, p. 8.

<sup>24</sup> In 2020, MADRE supported OWFI with food, hygiene materials and personal protective equipment (PPE) for their network of shelters and safehouses. MADRE also supported with Zoom and WhatsApp accounts for OWFI to offer remote psychosocial and peer-to-peer counselling that have been vital lifelines for survivors.

<sup>25</sup> MADRE Interim Narrative Report to Sida December 2020, p. 3.

*“I said online is not good cause we work with poor people who don’t have access to internet. So, I planned for empowerment sessions individually/face to face or for two people. They were flexible and understood that we had to adapt.” – MADRE Partner Iraq*

MADRE’s Strategies for Change conferences which are usually conducted physically, were likewise adapted to two virtual conferences. These centred around organisational strengthening and movement building to end domestic violence, including training to build capacity of participants to prevent, address, and document domestic violence against women and girls, people with disabilities and LGBTIQ individuals in the context of COVID-19, as well as to advocate for the passage of Iraq’s Family Violence Protection Draft Law.<sup>26</sup>

Also in Colombia, the team found there is a level of flexibility between MADRE’s team and TdV in how the resources are spent especially when unexpected changes occur during the implementation of the activities, for example, the effects of the pandemic of COVID-19 in the working plan. There was a clear attention from MADRE’s side that activities related to the monitoring and assessment of the results and outcomes should not put a burden on the partner. Therefore, technical assistance was provided in M&E and financial report with financial plans so organisations could focus on their work with the communities.

Out of the 15 survey respondents, 11 (78,5%) rated “to a high extent” when it came to MADRE having been a flexible partner, and 12 (85,7%) respondents when it came to MADRE’s ability to respond rapidly when needs have changed, understanding the challenges faced by their communities and funding projects at the right time when support was needed.

The grantmaking is a cumulative, flexible, and relevant way for MADRE to support partners. It is in MADRE’s DNA to adapt quickly and respond to crises. Grantmaking is relevant and tactical in how MADRE supports partners’ priorities, also when these shift. Moreover, MADRE stays in all circumstances, including in Afghanistan when recent events displace thousands of citizens fleeing the country. MADRE anticipated the current situation, including that funding flows would be shut down following the Taliban takeover of the country. MADRE prepared with its partners and was able to act immediately to move resources quickly in support of relocation and evacuation. This approach is in sharp contrast to other NGO type organisations which work project based and often do not have such strong partner-driven engagement.

*“It’s a horizontal relationship, we discuss together the proposals. The relation is different from other partners, where we can talk about how we envision our projects, share methodologies, this has been representative of our alliance with MADRE, it has been an experience of walking along with us” – MADRE Partner Colombia*

<sup>26</sup> MADRE Interim Report to Oak Foundation, December 2020, p. 4.

MADRE does “not have a linear way of thinking” one of the interviewees asserted pointing to the relationship with its partners based on solidarity, trust and being connected to partners who determine what is needed. MADRE, in combination with legal advocacy, addressed gender-based violence through highlighting specific gender related violations within existing human rights mechanisms, including addressing the needs of women and others who are at the margins (Goal 1). While within MADRE such contributions to peacebuilding are clear (for example, women who are supported in trauma and reconnecting to their communities after sexual violence, addressing domestic violence as a response to COVID-19 and preparing legislation in DRC) the connection is not always that clear to outsiders. It appears that there are multi-faceted parts of peacebuilding determined by partners in country and relevant to them. How this connects to a ‘Just Peace’ as MADRE outlines in its SP from different perspectives need to be further explained going beyond its contribution from a transitional justice perspective.

The grantmaking is considered MADRE’s strongest and relevant asset: it combines immediate response with a long-term vision for (social) change where the local communities decide. The latter has significant symbolic value in that the women themselves take the lead and determine *how* their needs can best be met. In this sense, MADRE has been very consistent in bringing the community forward and its focus on small community-based organisations is a niche. MADRE navigates complex contextual dynamics which change constantly and in which MADRE brings the marginalised voices also to feminist, national conversations achieving gender inclusiveness and for example addressing transitional justice.

While the context may be changing, the long-term goals (end violence to women) do not change and neither do the steps to get there, namely changing policies, legal frameworks and removing other impediments. The purpose is to put women in a leadership position and support them in political participation through providing them with the necessary skills. Partners are leading advocacy campaigns, and MADRE’s grantmaking approach supports the necessity that partners can lead. Women should not just come into these spaces and tell their horrific stories – this can be very limiting. The key point is the trajectory and the encouragement that they talk about their experience (with a high degree of confidence) followed by how the government should rectify abuses, and what the community needs and what needs to happen to create change. As one interviewee asserted:

*“When women come home from speaking at the UNSC, the government members pick up their phone calls”* – External stakeholder

The advocacy work MADRE undertakes with its partners is based on learning together and partners are leading in what they need and want to do in-country. MADRE’s approach is to provide interactive support that identifies short, medium, and long-term goals, identify priorities and address the legal challenges in such a way that partners become experts themselves and can hold their government to account.

Adjusting MADRE's support to partners is evidenced in the flexibility it applies to its partners, indicating that MADRE is different from other funders, because it functions under a growth model that is based on trust, a shared value and vision of how MADRE and partners see their work. This on the other hand justifies the long-term partnership model, because to build trust it takes time, to know each other, to understand and build the relationship.

Despite situations where all three strategies overlap and are complementary, interviews with some of MADRE's staff suggest that the coordination between grantmaking and legal advocacy could be improved, especially in making sure that both strategies are coordinated towards the implementation of the strategic plan and overall goals and objectives. For example, in Colombia, the legal advocacy team works mainly with the PCN team and Taller de Vida with the grantmaking team with programmatic work, however, integrating MADRE's work is done with PCN and Taller de Vida from different dimensions in the Colombian transitional justice scheme (on the one hand with the Truth Commission and from another the Special Jurisdiction for Peace) for example could enhance a joint umbrella of a domestic legal advocacy strategy.

In conclusion, the team found ample evidence that MADRE operates in a flexible manner and is in tune and in dialogue with their key partners' needs as well as understanding the contextual developments.

## 4.2 COHERENCE OF MADRE'S WORK WITH OTHER ACTORS

### 4.2.1 Compatibility of MADRE and other, similar actors in country and globally

MADRE most often works in spaces and areas where other actors are present, but their critical addition is that they represent marginalised groups which are often not included or represented. MADRE assesses which actors are present in country and makes an intentional effort to avoid duplication and to coordinate where relevant and appropriate. In country there is limited evidence to demonstrate how MADRE contributes to other feminist organisations ensuring that the partners they focus on become part of a larger debate. At the same time, partners themselves appear to reach out to other actors if they can support each other. (See section relevance and how partners exchange in Colombia to reinforce their mutual goals). In some cases, this leads to long term partnerships in-country, globally and between organisations such as with the Women's International League for Peace and Freedom (WILPF) with whom MADRE collaborates around UN events for example. The Secretary General of WILPF is also a Global Justice Advisor to MADRE. WILPF considers MADRE complementarity notably in terms of MADRE's model and their long-term partnerships and more rural-based approach. Complementary collaborations with international organisations in the peacebuilding area and feminist agenda such as WILPF has helped MADRE in building the movement globally but also making sure that duplicating efforts - especially if both organisations fund the same partner- ensuring that funding is complementary. This is also the case with MADRE's close collaboration with OutRight Action International in Iraq.



Collaboration with universities such as the CUNY school of Law and national universities has permitted both international and national legal experts, including academia, to help in designing legal advocacy strategies with partners and build cross-regional conversations.

MADRE's presence, however, is often quite distinct from others in terms of its model which has a long history, including combining the three strategies which is unique in comparison to other organisations. The fact that partnerships are built over time with a specific focus on MADRE's three goals and that MADRE stays with its partners is unique. In principle, MADRE will be complementary, and others need to be a value added to MADRE and its partners and share the same values and feminist principles. The assessment process is therefore carefully conducted. The team found that MADRE is informed about what other partners can respond to and when opportune work arises in multiple tracks from advocacy to prevention work, including issue-based collaboration related to the communities.

Examples of building networks and bringing together Indigenous women from Guatemala to Nicaragua, and to Colombia provides opportunities to connect with other interventions in the region and also in the country. PCN and Taller de Vida have worked together in workshops. Taller de Vida through MADRE support has provided consultancy and joint efforts with the Colombian Truth Commission and with the Coalition against the recruitment of children and youth in the Colombian armed conflict<sup>27</sup>. PCN, for example, has worked with academics from the Universidad de los Andes, with technical assistance from the Legal Advocacy team in implementing community hearings and building evidence of gender-based violence of Afro-descendant women during the armed conflict in the Special Jurisdiction for Peace. This implies that also partners are selective in whom they work with ensuring that they share the same values and can reinforce achieving the results they wish to obtain.

In Iraq, numerous engagements have also been noted, such as the [roundtable](#) conducted in February 2019 on Legal Reform in Iraq, Anti-Domestic Violence Law and Shelter Policy in partnership with Rafidain Centre for Dialogue Forum, and participation by OWFI, ASUDA (both MADRE partners) and government representatives from the Iraqi Parliament and Legal Committee and heading the draft law and the Women's Rights and Civil Society to the President of Iraq.

At the global level, MADRE coordinates with a broad range of partners to prepare policy and advocacy work on the human rights treaties, and the UN Security Council, including WILPF, Urgent Action Fund, Women Enabled, OutRight Action International and MenEngage Alliance. MADRE in turn is also part of various consortiums such as Global Girls Consortium<sup>28</sup> and the FIRE Consortium. Partners also work closely in-country and globally to prepare work on the different Conventions such as The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), The Committee on the Elimination of Discrimination against

<sup>27</sup> In Spanish Coalición contra la vinculación de niños, niñas y jóvenes al conflicto armado en Colombia – COALICO.

<sup>28</sup> MADRE Interim Narrative report to Sida, December 2019, p. 3.

Women, and the Convention on the Elimination of All Forms of Racial Discrimination (CERD). In this context MADRE's work with the Human Rights and Gender Justice Clinic at the City University of New York (CUNY) School of Law is relevant and effective. Amongst others, MADRE collaborates with their faculty and students, and combines this with the leadership of MADRE's grassroots partners to formulate effective advocacy campaigns to shift policy and promote rights. MADRE's approach in positioning local voices is effective. As one interviewee states:

*"It is clear that MADRE elevates the voices and make sure they are heard directly from the groups they are working with."* – External Stakeholder

#### 4.2.2 Connecting grassroots organisations

MADRE works with the most marginalised communities (Goal 1) and mostly in rural areas where these communities are not represented and where these groups receive no or little support from other organisations. The communities are often marginalised in the sense that they are almost 'forgotten' with little support to exercise their rights and hold their governments to account. Many organisations may be working with Indigenous communities, but not many with the Afro-Colombian community in Colombia for example. With the support from MADRE, TdV was able to organise in February 2020 a forum for exchange of knowledge among over twenty-four organisations from several regions of Colombia and from Nicaragua and Guatemala to address the risks of marginalised girls and the importance to provide psychosocial support with their families and bridge initiatives with their communities. In Iraq, MADRE in partnership with OWFI and a Kurdish partner, ASUDA, convened over a dozen Iraqi civil society organisations (CSOs) in November 2018 for its Strategies for Change workshop in Erbil, incorporating women's, LGBTIQ and, for the first time, disability rights organisations. These opportunities have supported Iraqi CSOs to develop and strengthen in-country strategic partnerships that cross geographical and political divides and promote ground-up approaches to confront violence and extremism in Iraq.<sup>29</sup>

In Colombia, TdV collaborates with other organisations and broadens its scope to other communities and builds alliances. This demonstrates that also partners such as TdV can strengthen their relationships and alliance work with local Afro-descendant and Indigenous women's groups across Colombia for various purposes (legal advocacy, training, work with the Truth Commission). Moreover, TdV wants to be seen as key player and contributor in using psychosocial interventions and an important source for other CSOs and communities. This is evidence that a leadership role for a partner also creates opportunities for mobilisation of other, complementary partners. An important element in this focus is the political solidarity to the community or individual from which a long-term relationship evolves. For example, with PCN in Colombia where a

<sup>29</sup> MADRE Interim Narrative Report to Sida December 2019, p. 12.



shared vision is developed of what is needed to happen to develop a global policy for the Afro-Colombian population.

In terms of coherence the team also found that MADRE is instrumental in leading collective efforts with partners at a global level. Several observers mention that MADRE often takes the initiative to bring people together and mobilise action on a topic relevant to their partner. This shows leadership from MADRE to convert new observations and information from partners into shared agenda's with other, similar organisations leading the conversation and connection to a wider group.

### 4.3 EFFECTIVENESS OF ITS SP IMPLEMENTATION AND MEL SYSTEM

#### 4.3.1 Implementation of the Strategic Plan and achieving strategic outcomes with a focus on Colombia and Iraq

The SP is a framework that reflects MADRE's mandate, its way of working and the principle that women at the margins lead. Given the model and in particular the grantmaking the timeframe for the SP is relatively short when looking at what MADRE wants to achieve in its goals. The SP also remains an important guidance in what MADRE is, what it stands for and how it guides the operational work. MADRE does not work with a one-size-fits-all approach and carefully and strategically decides where it supports and how it can best respond to needs of grassroots communities. This requires a flexible approach depending on how the needs of grassroots communities can be met, how the context influences the communities and how these can best be strengthened over time to mature and fight for social change. This requires continuous internal reflection and real time decision making to remain true to how the MADRE model works.

Grant making is a tactical instrument to lay the foundations for partnerships where grassroots organisations can achieve social change with the other strategies supporting. The combination of the three strategies reinforces the strength that MADRE displays to enable grassroots organisations to determine how they want to achieve change. While MADRE is not a political entity it manoeuvres with the SP in political spaces 'working on all sides of the spectrum' as one interviewee confirmed. While grant making is not a goal in itself the partners require continuous support that has to persist which reinforces trust and creates confidence that MADRE's resources are critical to enabling grassroots organisations to mobilise themselves, set priorities, cultivate leadership and plan for long-lasting change.

Various observers mention that peacebuilding in some instances is not as clear as it could be in terms of how the needs that grassroots communities have - and if met - how these provokes change that contributes to peacebuilding. Observers identify MADRE's contribution primarily to peacebuilding from a transitional justice perspective yet MADRE's work appears broader and also plays a role in supporting partners where the

conceptualisation of peacebuilding is not as explicit, including support to SGBV survivors who need to be reintegrated in their communities for example.

There is complementarity between MADRE's Strategic Plan and its implementation with the strategic planning of its partners. The strategies are coherent in terms of building a sustainable route to reach the strategic outcomes, because they prove to be effective during the implementation process. The Strategic Plan is incorporated at different levels of the methodology and activities of the staff, but it's less clear how the assessment of its implementation and evaluation processes work. Colombian partners, for example, relate different experiences and perspectives on the matter.

For Taller de Vida, MADRE Strategic Plan has been shared and MADRE Staff provided technical support to build their own Strategic Plan. Complementarity with common goals in both Strategic Plans was mentioned as an example of coordinating within planning strategies between MADRE and Taller de Vida. The experience in PCN, however, is different in that the Strategic Plan of MADRE has not been shared and there is a sense of lack of communication in this respect.

*“When elaborating their strategic plan, their governance (how they take decisions) is vital for them and for us. During workshops and training sessions, this is not the space to plan things. This means: what are the transformative goals? How to include the Afro-descendent component? How does the judicial operation contribute to restorative justice? It has to do with knowing until which point MADRE wants to go, how and where we complement each other” – MADRE's Colombia partner*

#### Box 2: Grantmaking expanding as MADRE grows

MADRE's grantmaking has also been integral to expanding reach and support to new geographies and to our five priority communities. The VIVA Girls initiative has facilitated new and growing partnerships across all programme areas, geographies, and priority population groups. In 2020, MADRE grew the amount of funding dedicated to programming with and for girls by nearly 33% totalling USD 699,127. Grants were disbursed to new regions and countries including, the Pacific (Samoa), Asia (Pakistan, Myanmar, and the Philippines), Africa (Mozambique, Namibia, Sierra Leone, and Cote D'Ivoire), Latin America (Peru, Honduras, and El Salvador), and the Caribbean (Barbados, Haiti, and the Dominican Republic). Funding towards MADRE's priority populations comprised of women and girls with disabilities (USD 138,262), LGBTIQ persons (USD 186,143), Afro-descendant women and girls (USD 274,448), Indigenous women and girls (USD 694,187), and women and girls not specific to any one priority community (USD 1,008,744).

*Source: 2020 Strategic Plan update MADRE*

### 4.3.2 The added value of the Sida core grant to MADRE

First and foremost, the grant allows MADRE to pursue its work in a flexible way and permits it to make its own choices based on partner's needs. Since the granting is a key driver of its work it enables MADRE to fund and enlarge partnerships. It also supports the other two strategies in that they can do more for partners with more resources. Teams have budgets and MADRE based on revenue projections can plan ahead. Since MADRE also receives funds with restrictions, the core grant can supplement where needed.

Sida is providing the grant adds to MADRE's flexibility in how it can best deploy the resources to advance its work and ensures that its relevant model can reach more beneficiaries. This enables MADRE to grow. MADRE's grantmaking is the key driver to of MADRE's model to new and sustained partnerships and Sida contributes directly to this strategy while also ensuring that MADRE has sufficient human resources to expand and support its work.

### 4.3.3 The dual ground-up and top-down approach

MADRE's work with Indigenous and Afro-descendant women and its impact in the global and foreign policy level is better understood through its escalating and multi-layered way of working.

**Building Advocacy from Local to Global.** MADRE along with partners in Guatemala and Nicaragua worked together with partners in local consultation processes and drafting a report to submit to the CEDAW Committee in 2021 with recommendations to improve the conditions and rights of Indigenous women and girls in Central America. MADRE played an important role in the planning of the consultation and facilitated the process with workshops conducted by Otilia Lux de Coti and MADRE Staff to draft the recommendations of the report. According to an interviewee, the intervention from these countries' partners were important inputs with the vision and experience from Indigenous women, a participatory process where Indigenous needs and their communities could be heard.

MADRE along with PCN addressed the Colombian Government in terms of the lack of ethnic provisions in the implementation plan of the peace accords and the importance of the recognition of gender-based violence against Afro-descendent women in the transitional justice system such as the Special Jurisdiction for Peace. A letter developed in collaboration with other Afro-descendent organisations and indigenous groups was sent to President Duque's Administration asking the government to include indicators that accounted for the ethnic approach, that was further included in the implementation plan. This is an example of direct impact of the strategy designed and implemented along with MADRE's Legal Advocacy team. The breaches of the implementation of the Ethnic Chapter of the Peace Accords by the Colombian Government were presented in a report produced by PCN along with Madre's support at the Committee on the Elimination of Racial Discrimination Treaty review session in November 2019.

**Multi layered / Built through multiple processes.** The work builds upon many layers, which means that before escalating to the international and foreign policy scheme, activities are built together with the partners at the ground level. Relevant examples are the community hearings focused on SGBV with Afro-descendent women with PCN that resulted in the community-led recommendations in transitional justice mechanisms and at the international level, through (Inter-American and UN human rights system). This is to bring about change at national level with the use of the press and pressure to policy making and legal reform with local and national governments. With TdV, the support has helped implement a joint methodology to help Indigenous communities to build their Life Plan (which is a Development Community Plan that considers all the dimensions of the Indigenous life and community – cultural, educational, economic, and health). The Life Plan works as a community identification plan that helps Indigenous leaders and communities ensure that their autonomy and vision are respected when in dialogue with the State (national and local governments). The ambition is to hold public administration accountable by meeting their needs and respecting the right to self-governance of their territories. Another example is how MADRE facilitated the work of TdV with the Colombian Truth Commission with the visit in Colombia by Otilia Lux de Coti (former member of the Guatemala Commission for Historical Clarification) in February 2020 where she shared her experience in positioning the theme of childhood, indigenous people and women victims of the conflict in Guatemala. During these meetings, Otilia addressed how to report SGBV against indigenous people and women and the importance of ensuring a transversal and intersectional approach of the Truth Commission when reporting the violence committed against the indigenous population, women and children during the armed conflict.<sup>30</sup>

Often interviewees mentioned that MADRE is ‘well versed in human rights and have the necessary knowledge to provoke change’ as was summarised by an interviewee. This supports partners in holding governments to account. MADRE speaks out at the UNSC, including through given a voice to the grassroots themselves. MADRE has managed to open doors which in turn reinforces building a community group of activists. These groups could not be engaged at such level without MADRE’s support and the process of building leaders and their skills. The ground-up and top-down approach is effective according to various interviewees and in particular statements from partners where MADRE shows deep respect for local knowledge and experience from partners and “everyone is included in the strategic thinking” as an interviewee confirmed.

## Global

Most often the Draft Crimes Against Humanity Treaty was mentioned. MADRE led a campaign together with OutRight Action International and CUNY Law School and the

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<sup>30</sup> This encounter and exchange of experience with Otilia Luz de Cotí was registered by the Truth Commission in Colombia (<https://comisiondelaverdad.co/actualidad/blogs/otilia-lux-de-coti-y-su-experiencia-como-comisionada-de-la-verdad-en-guatemala>)

International Law Commission that took a crucial step to remove the outdated definition of gender — which placed many at risk and limited rights protections. As a result, nineteen out of 33 governments participating in the final cycle of the treaty drafting process issued public endorsements, declaring that the rights of women and LGBTIQ+ people are protected under international criminal law and that the pending treaty must reflect this principle. MADRE's contribution was based on leadership by women from grassroots-led and Indigenous organisations across the world. This also demonstrates that partner contributions are critical and ultimately empowers them to continue to work and make sure that cycle keeps turning.

With MADRE's support, members from PCN were able to participate and present recommendations to the Colombian Government during the 72nd session of the CEDAW treaty body review in Geneva in 2019. In the same year, in collaboration with MADRE's team, PCN presented at the Committee on the Elimination of Racial Discrimination (CERD) treaty review session in Geneva, a report that emphasised the impact that the lack of attention from the Colombian Government had in respect to the ethnic approach in terms of the right to health and justice; violations of collective rights of Afro-Colombian communities, the obstacles that the government places on the participation of women and communities, as well as the breaches of the Ethnic Chapter of the Peace Agreement.

Other examples of participation and collaboration between TdV and MADRE in human rights treaty bodies reports is the 2010 Shadow Report on Violation of Women's Human Rights at the Sixth Periodic Report of Colombia by the UN Human Rights Committee and the 2015 Report on Violations of the Convention Against Torture in Colombia in Geneva.

#### **4.3.4 Monitoring and evaluation system**

The implementation chart that accompanies the SP reflects what partners capture in terms of implementation. The partners have M&E plans and indicators but not all the same indicators for each partner given their focus and context. These indicators, however, collectively support the systemic goals. Given the different types of partners, the type of granting and how far the partnership has matured, different data are collected for different purposes. At an aggregate level this means that all reporting templates that contain stories and impact stories over time need to be categorised and assessed on progress made against the partners' own log frame.

At partner's level for example, under legislative changes, the tracking is more consistent. Partners in both Iraq and Colombia collect relevant information, for example the status of draft law including the shelter provision issue (permitting NGOs to run shelters). This also allows MADRE to track progress both in terms of what progress has been made and how. Partners have formats to report against, including learning. While the targets may be different the changes are recorded at national level and at MADRE and MADRE takes stock. At national level partners' contribution is

documented, including story lines and narratives. For example, victims' physical and emotional wellbeing that leads to anecdotal evidence of transitioning from victimisation to survivor hood. All reporting templates have stories and impact stories over time. These are all categorised, including learning and how that evolves against partner-based log frames. In this case the log frame is critical. Also, for legal testimonies at national and global level MADRE can assess progress and monitors how the testimonies influence legal texts and statements, including how media can support and influence. In turn, these testimonies can be used nationally to pressure governments to respond. This monitoring also illustrates how the dual ground up approach is effectively followed.

There are also different tools that are used to capture progress, e.g., the leadership ladder for women in grassroots organisations in Organisational Strengthening and how they provide more testimonies to Human Rights bodies over time. In country the programme design – based on the grantmaking – is built up from the ground with the partners around a set of questions: How is the grant going to be used? What are the most pressing needs? The partners sketch the situation of what an improved situation would look like. Based on that goal, MADRE translates that into a more technical version and MADRE supports partners to define indicators. This participatory approach is part of how MADRE works with partners and the M&E plans can also change along the way if the course of the actions adapts to the context.

MADRE's position is that the M&E needs to serve the partners which is a logical continuation of its approach. The reporting tools are developed jointly and partners can grow in their role of monitoring and assessing progress and based on the progress or the hurdles that are experienced change tactics and/or priorities. Challenges, however, include that people in conflict situations may change, data gets lost and that reporting at a higher level to donors can be more complicated. MADRE remedies this to some extent through categorising data as much as possible and uses the database to code and aggregate and do higher level analysis. Given the areas that the partners work on they are very protective of the identities of the beneficiaries, and they also talk about the effects of data collection. There is also a lot of attention to consent and ensuring that those providing data remain protected. The model highlights the importance of framing impact stories in an effective manner. Impact stories help make a connection with the beneficiaries when reading the reports which are, for example, one-to-one interviews, surveys and focus group discussions. PCN reporting, for example has been considered of good quality due to its focus on results as stated by other funders that are able to explain MADRE's added value in working with partners such as PCN in Colombia and the impact of joint-efforts with Afro-descendant women survivors of SGBV of armed conflict.

The dilemma in some cases is that at partners' level progress needs to be assessed against indicators identified with partners while at an aggregated level these indicators may not logically correspond to the implementation chart of the SP. All Learning and Evaluation documentation is recorded by MADRE in a LogAlto database specific to monitoring and evaluation of partners and their programs. Templates and questions are



developed for reporting but the consistency between partners reporting, and the implementation chart remains challenging. Moreover, the Draft Granting Guide mentions that “Partnerships develop reporting questions and indicators based on a Partner’s logic model or theory of change if one is submitted. If there is no logic model or theory of change, Partnerships develop a shared understanding on what will be reported in order to ensure consistent data collection and reporting throughout the span of the grant.”<sup>31</sup> Moreover, in some cases the LogAlto system is not consistently used with data being stored outside the system and thus creating a parallel system.

Flexibility in the reporting system shows that MADRE from the perspective of partners has a ‘horizontal’ position of partnership and is less seen as a strict funder that burdens its partners with complex standard reporting systems. Project reporting experience from Colombian partners varies, Taller de Vida explains that MADRE has trained the team to report on outcomes with a matrix of activities and indicators, and that the model has functioned well.

Finally, survey results show that technical support from MADRE has allowed Colombian partners to make progress on the evaluation of the projects and processes with narrative documentation which plays an important role and serves as a communication tool to tell the accomplishments to community groups.

#### 4.3.5 Learning and adaptive programming

Lessons learned and integrating these into next steps is taking place on a regular basis, including interregional and regional learning where MADRE brings people together around a theme. For example, the UN and climate justice. Regional conferences and exchanges include different partners (Colombian-Guatemalan, Iraqi-Syrian, Iraqi-DRC etc.) who exchange best practices. These exchanges are relevant and effective in terms of learning across partners in different countries who deal with the same issues around feminist language, ideas for setting up shelters following Iraq’s example and on how international human rights mechanisms can help partners move forward.

Learning is also a common feature in the programme teams but learning organisation wide across the programmes is less systematic which should also reinforce the interplay among the three strategies. Learning is documented at partners level through a reporting format which captures learning, and this is systematically documented in MADRE’s systems. The learning from partners is key to MADRE approach to have partners in the driver’s seat and co create and capture what they learn together. This is essential to MADRE’s way of working. Some of MADRE’s staff indicate that systemic learning is less formalised and that the system to document learning and create snapshots could be further improved. It is often also ‘on the spot’ when MADRE reruns lessons learned in a particular context and replicates that elsewhere. For example, MADRE took the initiative to brief the Special Envoy on Yemen when she was appointed to maximise their opportunity to influence and inform. This was a timely, strategic action which could be replicated in other countries to bring attention to MADRE’s work, its partners,

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<sup>31</sup> Draft Partnerships Guide, p. 17.

and the specific challenges grassroots experience. The learning in such a context is also being smart about where MADRE puts its focus and thinking.

The basic goal of learning is to adjust intervention implementation jointly with partners. For legal advocacy it is often the assembly of narratives of progress on legal issues, including statements at international legal fora as explained above (see section above). There is strong evidence of joint and multilateral advocacy strategy, as the example with Colombian long-term partners shows. However, some insights from the partners can be useful for further adjustments. The experience working with Afro-descendant communities and Indigenous communities shows that a lot can be gained from both sides. The partnership has enabled MADRE Staff to undertake incredible work with the communities and women in Colombia and be critical to multilateral organisations and the international cooperation agenda that does not always “read and understand” the needs of Indigenous and Afro-descendant women. An intercultural dialogue approach is essential to understand and enable a meaningful interaction with partners, that is not based in co-dependence but rather in network and movement building on a local and global scale. This means looking ahead of what partnership with MADRE might be in the future beyond economic sustainability.

Flexibility continues to be an important part of learning and adapting to emerging circumstances. For example, in some cases, MADRE learned that when communities have no capacity and that results were not forthcoming MADRE would need to mobilise more technical assistance and sourcing this locally or in the region. This led to having more people in-country and regionally supporting partners. This learning resulted in a network of experts where MADRE can tap into and expand a network of experts relevant to the demand of partners so that they can be supportive, including having specific language capability. This has also increased partner’s targeting better and tapping into relevant (local) knowledge e.g., Afro-Colombian communities. In Guatemala, through the same type of network MADRE and partners could access a member of the Truth Commission and a person with the relevant legal background on transnational justice which formed a critical contribution on recommendations and helping partners build capacity and knowledge.

For both partners in Colombia, PCN and Taller de Vida, building women’s leadership and just peace is interconnected with climate justice. In this respect, one has to understand that the use of the natural resources and the impact of climate change and lack of binding environmental regulation (illegal mining, deforestation, contamination of the rivers) has a great impact on the sustainability of their communities. The climate justice goal relates to strengthening the capacities of these partners along with the legal strategy goals, and in the work of PCN and Taller de Vida, the narrative is coherent with this understanding. However, this means that investing in intercultural dialogue, reaching out to Indigenous leaders and the communities’ vision of life and territory to build strategies is essential. The partners are ‘the bridge in providing such dialogue and developing strategies in a creative manner to achieve social and structural change’ as two interviewees assert.



MADRE has established internal capacity to document and analyse successes, challenges and lessons learned, and apply consistent learning and evaluation practices across MADRE's programs and operations.

From an M&E perspective, however, it is challenging to reconcile the different data sets and use flexible data collection instruments. It fits in the 'no one model fits all' approach. At the same time, over longer periods it is clear that results are achieved but not necessarily within the SP time frame. This reconfirms that the SP is a framework that guides and that a long-term approach to social change is most effective and responsive to changes that MADRE and its partner experience.

## 4.4 IMPACT

### 4.4.1 MADRE's long term partnerships and impact on ending gender violence and building a just peace

Given that MADRE's model assumes a long trajectory of working with partners over time and that partners determine this trajectory impact is not just a social change that comes at the end of a long process and journey. Partnerships and context change over time and in between important results are emerging leading to impact sometimes quickly, sometimes at midterm and sometimes after years of work. So, impact is a matter of degree or as one interviewee said: "MADRE takes an intermediate view" This is both strategic and relevant to MADRE's model.

The advocacy and organisational strengthening work with partners in Colombia in the long-term have provided meaningful impact for Afro-descendant and Indigenous women such as the work of TdV in providing technical assistance and through their methodology to successfully reintegrate youth and former child soldier victims of the armed conflict, making their voices heard in the Truth Commission and addressing Indigenous and Afro-descendant communities needs through their Community Life Plan (in Risaralda and Chocó) in dialogue with State institutions.

PCN through MADRE advocacy training support has improved documentation of SGBV by Afro-descendant women, advocated before international human rights bodies (CEDAW and CERD treaty review sessions) and the UN Security Council, conducted legal advocacy within the Truth Commission and the Special Jurisdiction for Peace. A particular success was the collaborative international and domestic advocacy strategy to ensure that "ethnic indicators" were included in the framework plan to guide implementation of the Peace Accords.

In Colombia, as a result of MADRE's work, the partners have experienced strengthened organisational capacities to report on SGBV among Afro-descendant women and promoting women's leadership such as TdV's work with reporting on youth, girls and women survivors of the armed conflict to the Colombian Truth Commission and PCN's work in the Special Jurisdiction for Peace, and both organisations in the implementation of the ethnic chapter of the Peace Accords.

MADRE's has been instrumental in providing the technical support to help TdV navigate the Comprehensive System of Truth, Justice, Reparation and Non-Repetition and in raising the voice of the victims of the armed conflict in Colombia amidst the process. Through this alliance with MADRE through the Viva Girls initiative funds program for example, TdV has been able to provide to over 500 girls survivors of the armed conflict access to the Comprehensive Transitional Justice System, psychological support to these girls and their families and the opportunity for young, marginalised girls to share their testimonies and stories in meetings with the Truth Commission. Another concrete example of the impact of TdV work has been the contribution to the "National Public Consultation of Girls, Boys and Youth for the Truth" about their perception and recommendations for the Final Report. TdV was able to include the contribution and voices of 800 children and young people in different regions of the country during the process. In addition, a Transitional Justice Manual was co-created with TdV, PCN and other organisations with the support of MADRE's Grantmaking and Legal Advocacy team with information about how the system works, engaging stakeholders and support political advocacy strategies that were essential for both organisations.

In 2016, TdV encountered in their work with indigenous women and girls in Risaralda and Chocó that their communities didn't have a Community Life Plan, many of the indigenous girls were illiterate and they wanted to strengthen these communities, especially the mechanisms for political participation for indigenous women. MADRE's support was essential to map out the strategy, to build trust and respect among the indigenous leaders to develop the Community Life Plan.

*"There is value and impact from MADRE's work. The constant process of training with women in their process of healing. To remove the veil, not be silent, that life goes on. I have seen that the work that is done with women in rural areas, if the opportunities are given. Women leaders and the daughters of these women are young women who tomorrow will be leading, facilitating processes, making careers. We see this qualitative process in the lives of women. Empowering them so they can grow."* – MADRE External Stakeholder

Examples of organisational strengthening for TdV has been the support that MADRE has provided in creating a roadmap for the organisation's political and advocacy strategy, in how to strengthen their work in dialogue with Indigenous and Afro-descendent communities; how to position their agenda through reports and access to international human rights mechanisms, such as the shadow report system at the UN treaty bodies.

*"Through training sessions with our staff and a team from Universidad de los Andes, with the help from MADRE today we know how to produce our own reports that we can submit at the UN System, we do it without MADRE."* – MADRE Colombia partner

Technical support to develop their own Strategic Plan with the assistance from MADRE on Theory of Change and how to report the implementation of the SP was included as results of the long-term partnership between TdV and MADRE.

Respecting Colombian partners' experience and exchanging methodologies and knowledge during the partnership with MADRE has provided both organisations (TdV and PCN) the means to strengthen their own spaces to resolve conflicts and of their communities, that, on the one hand, is considered by them as more effective and motivating and, on the other hand, makes them less dependent from the State. This has a direct impact in how their work has helped built transformative and restorative justice during the peacebuilding process with Indigenous and Afro-descendent communities.

*“There is this common understanding and ground, this transformative power that we believe together as women. Women that lead. It’s very transformative that PCN is today a mixed organisation. To enhance the voices of women and what they feel. To belief in the ideas of black women, its hold a lot.” – MADRE Colombia Partner*

MADRE’s work in Iraq, among other things, has been centred around ensuring women’s safety in Iraq through shelters and in both Iraq and Colombia on organisational strengthening, aligned to Goal 1 - Objective 1.<sup>32</sup>

In Colombia, as a result of MADRE’s work, the partners have experienced strengthened organisational capacities to report on SGBV among afro-descendant women and promoting women’s leadership such as TdV’s work with reporting on survivors of the armed conflict to the Colombian Truth Commission and PCN’s work with the Special Jurisdiction for Peace.

In Iraq, the team found clear impact in the support to OWFI’s operation of a network of shelters and safe houses as well as strengthening organisational aspects. In terms of OWFI’s organisational strengthening, the evaluation found evidence of strengthened collective decision-making and leadership in OWFI, including development of new committee structures to help guide programmatic and organisational growth<sup>33</sup>. As one donor expressed:

*“Yanar’s [OWFI’s Co-founder and President] leadership has changed quite dramatically. She mirrors a more feminist leadership style than when I first met her. I can see a change. She is also more articulate or appears more confident. She has become good at giving direction to the organisation and not trying to do everything and be everything.” – Donor and ally*

OWFI’s shelters, during 2019, have ensured provision of physical safety and improved psychological well-being to nearly 100 women and girls and six LGBTIQ persons experiencing SGBV, including rape, honour killings, domestic violence, and early/forced marriage. In 2019, OWFI also supported 186 Yazidi survivors of sexual slavery and genocide at the hands of ISIS at their Women’s Centre in Dohuk.<sup>34</sup> During 2020, despite facing many challenges including violent demonstrations, airstrikes, and COVID-19, OWFI provided immediate physical safety and other forms of support to

<sup>32</sup> Goal 1: Ending Sexual and Gender-Based Violence in Conflict and Disaster – Objective 1: Build the Capacity of Grassroots Women’s Organisations to Meet the immediate needs of sexual and GBV survivor and help them become leaders and long-term agents of change”

<sup>33</sup> MADRE Interim Narrative Report to Sida December 2019, p.2.

<sup>34</sup> MADRE Interim Narrative Report to Sida December 2019, p.2.

151 individuals across Iraq, and 143 Yazidi women and girl survivors of ISIS crimes were assisted in Dohuk.<sup>35</sup> These numbers show a direct impact of MADRE's support to – and OWFI's work – in the lives of individuals in Iraq surviving many types of gender-based violence. The approach taken by OWFI to meet basic needs for medical care, psychosocial support, vocational and literacy training, legal assistance, and human rights education, is unique from any other protection service provided by the government in Iraq. Interviews confirm that numerous survivors of violence transform from victims to activists in OWFI. This is illustrated by two OWFI graduates:

*"I came in 2018. I had a very tough life. I was a dead person in life. I had two children. I left my parents and lived for a while alone. I was very alone. I came through a friend who knew the organisation. I stayed for one and a half year. I was trained by the organisation. I didn't know how to read or write, and I didn't know about computers. I learnt everything here. They tell me to use my voice because I used to speak with a low voice."* – OWFI graduate

*"In our community as women, we're not expected to study or work or have our rights. In the shelter I discovered I had hidden talents. I felt I wasn't living before, but after coming to the shelter I felt that I could live."* – OWFI graduate

The OWFI shelter graduates (as well as other interviewees/sources) explain that OWFI's holistic approach to shelters is radically different from the government-run shelters:

*"In our shelters we are capacity built and have lots of trainings in many areas. In the government shelters they do not have this. We have women that came from government shelters. We have received two and the government could not deal with them as they were above 18. One was with us six years. Another 17-year-old girl came with cuts all over her arms. She said they would pull her hair and hit her against the wall. It is supposed to be a safe space. No one monitors the government shelters. But the eyes are always on us."* – OWFI graduate

This quote emphasises the urgent need for adequate and professional shelter provision for SGBV survivors in Iraq. During the evaluation, OWFI had recently been in discussions with the government who showed curiosity towards OWFI's approach and methods. While this dialogue is very incipient, in the best of cases it could lead to shared learning and recognising OWFI's work by the government.

While OWFI has faced frequent threats to its operations during the evaluated period, the biggest was the lawsuit it faced in 2020. MADRE's work through technical assistance and advocacy training with OWFI has direct impact in equipping OWFI staff with the tools to negotiate with local government, judicial actors, tribal leaders, and security forces to obtain local permissions to operate shelters. These local permissions proved invaluable in providing a layer of legal justification and protection to OWFI's work, and were instrumental as evidence in, and ultimately winning the court case with

<sup>35</sup> MADRE Interim Narrative Report to Sida December 2020, p.3.

the Iraqi Government in November 2020.<sup>36</sup> When the case was won, all claims brought against the organisation were dismissed. This is seen as an important achievement, as OWFI faced a real risk of shutting down its operations. As expressed by a partner:

*“If MADRE hadn’t supported OWFI it would have been fatal, as the international support was highly needed.” – MADRE Partner Iraq*

Significant work is also found with regards to MADRE and OWFI’s work with women and families impacted by the armed conflict with ISIS including the documentation of gender-based crimes committed by ISIS. OWFI provided legal assistance and consultations to women and families impacted by armed conflict to obtain identity and guardianship documents, and marriage and birth registrations. Documentation has been needed to secure women’s access to for example food entitlements, housing, health care, education, employment, and guardianship rights, which are especially important for widows and women forced into ISIS marriage and who bore children.<sup>37</sup> OWFI has also documented gender-based crimes committed by ISIS, a work which has increased to more broadly documenting gender-based violence:

*“When we started, we only worked in Samarra, and we only worked with empowering women to leave the homes. Today, after the support from MADRE, the Samarra chapter is working deeply and more broadly across the governorate. This is a big success as a result of the projects we have worked on.” – MADRE Partner Iraq*

According to MADRE<sup>38</sup>, OWFI’s documentation of gender-based crimes committed by ISIS has created the world’s first robust body of evidence of crimes aimed at punishing people for transgressing gender norms during an armed conflict, providing a basis to strengthen legal protections against SGBV, internationally and in Iraq. Unfortunately, the ISIS prosecutions have yet to include the gender-element. As a result of the documentation work, MADRE and OWFI signed an agreement with the United Nations Investigative Team for Accountability of Da’esh (UNITAD) to provide documentation. In 2020, MADRE and OWFI also entered into an agreement with the International, Impartial and Independent Mechanism for Syria (IIIM) to provide the same documentation.<sup>39</sup> Specific action in the form of a [letter](#) to the UN Security Council and other stakeholders have also been submitted by MADRE, OWFI and 48 Iraqi CSOs to express concerns for the way the Iraqi government is conducting the ISIS prosecutions<sup>40</sup>. Additionally, MADRE and OWFI are implementing community-driven transitional justice initiatives as an alternative approach to holding ISIS accountable and give justice at community-level. The idea came about in Erbil 2018; however, according to MADRE staff, the massive protests followed by COVID-19 has caused significant delays and postponement of this work. Most recently, MADRE reported that OWFI, Emma Organisation, and MADRE held a Truth and Accountability

<sup>36</sup> MADRE Interim Report to Oak Foundation December 2020 P.14.

<sup>37</sup> Combined Interim Narrative Report to NoVo Foundation ‘Holistic Programs to Empower Women to Create Social Change’ and ‘No Borders on Gender Justice’, May 1, 2019. P. 5.

<sup>38</sup> Final report to Sigrid Rausing Trust February 28, 2019. P.2.

<sup>39</sup> MADRE Interim Report to Oak Foundation December 2020 P.14

<sup>40</sup> Final report to Sigrid Rausing Trust February 28, 2019. P.2.



Community Hearing in Duhok, Kurdistan region, Iraq on November 10, 2021. This convening brought together survivors of gender-based crimes committed by ISIS, along with Iraqi legal experts, UN accountability mechanisms, and civil society groups to create a healing space for survivors and to strengthen reintegration efforts within conflict-impacted communities. The first in a series of hearings to be held across various regions of Iraq focusing on gender persecution committed by ISIS, this hearing served as a platform for survivors to share their stories and voice their needs while memorialising a more accurate and comprehensive understanding of ISIS violence. MADRE and its partners will release a documentary film and official findings report in the coming months.<sup>41</sup>

Specifically for people with disabilities, the work in Iraq has also yielded increased attention to the rights of people with disabilities. The support to Handicap Union of Iraq (HUK), has - according to the organisation – led to increased interaction of people with disabilities with each other and in their communities. This is reflected in this quote:

*“Many people with disabilities have been isolated from the labour market, and particularly during COVID-19 they have felt lonely. Today they can visit more places than before, and they are more aware of their rights and the legislation. They have also built relationships with each other, grown their network and gotten new friends.” – MADRE Partner Iraq*

The movement in Iraq has also seen an inclusion of organisations representing persons with disabilities into the broader movement. This has primarily been done, through mobilising activists in the SfC events held. The workshop in Erbil, was the first to include a disability rights organisation<sup>42</sup>. Through using this methodology, MADRE has effectively supported Iraqi CSOs to develop and strengthen in-country strategic partnerships that cross geographical and political divides and promote ground-up approaches to confront violence and extremism in Iraq<sup>43</sup>, which is crucial for movement building. According to MADRE staff and external interviewees, there has been a noticeable improvement in group cohesion and cooperation between the different groups, which is a direct result of MADRE’s work to consistently bring these actors together over time. In deliberate attempts to foster a greater balance of local leadership, cooperation and perspectives, MADRE elevated ASUDA as a co-leader in the conference with OWFI. Through these exchange opportunities in SfC as well as trainings, MADRE has empowered Iraqi CSOs with the tools necessary to deepen intersectional approaches to their work, including addressing the needs of women with disabilities, Afro-Iraqi women, and LGBTIQ persons. As a result of new perspectives and growing collaboration, MADRE secured a new grant for OWFI, ASUDA, the disability rights organisation Handicap Union of Kurdistan and the LGBTIQ rights organisation IraQueer to work jointly in a formal partnership with protecting

<sup>41</sup> This update was provided by MADRE after the draft report was submitted.

<sup>42</sup> MADRE Interim Narrative Report to Sida December 2019, p.12.

<sup>43</sup> MADRE Interim Narrative Report to Sida December 2019, p.12.

marginalised communities project and increasing access to services and legal protection<sup>44</sup>. As explained by some of the partners:

*“Convening the Iraqi civil society organisations helped us know more about other NGOs. Let’s say that we want to work in the other NGOs, we reached out to the other NGOs and helped us.” – MADRE Partner Iraq*

*“Our realities across Iraq are very different – so it is interesting to be together and share experiences. It is important to voice the realities of women victims of violence – we are more united in bringing these realities to the policy makers.” – MADRE Partner Iraq*

In just a few short years, OWFI and MADRE’s advocacy has elevated Iraq’s shelter policy to the international stage. International pressure towards Iraq has put pressure on the country to abandon its anti-shelter stance and facilitated the introduction of a draft Family Violence Protection Law by Parliament, for which OWFI was notably asked to provide recommendations. MADRE and OWFI have advocated diligently for the passage of the law with an amendment to allow for NGOs to operate shelters. Now there are two laws pending in Parliament, which - if legalised - would criminalise domestic violence for the first time and legalise NGO-run shelters for individuals fleeing violence, both watershed achievements for women and LGBTIQ people in Iraq.<sup>45</sup>

#### 4.4.2 Impact of MADRE’s dual ground-up and top-down approach

MADRE is selective in what it does, and an outside observer commented that *“they take the right cases and they are looking at peace from a transitional justice perspective.”* Another observer mentioned that:

*“MADRE is ensuring intellectually to always include the voices from Indigenous people and groups.” – External Stakeholder*

OWFI is a relevant example in that it moved from being a “pariah”, being one of the most radical CSOs in Iraq<sup>46</sup> to being recognised within movement and with other civil society actors. They were seen as highly feminist and oppositional. MADRE has helped shift their recognition in-country vis-a-vis the other CSOs – now OWFI can work more effectively and safely.

Survey results and interviews indicate that the impact for partners due to MADRE’s support include:

- Provision of access to the transitional justice mechanisms for victims of socio and political violence and advance their rights to truth and comprehensive reparation.

<sup>44</sup> MADRE Interim Narrative Report to Sida December 2019, p.12.

<sup>45</sup> MADRE, Sida Interim report, page 5

<sup>46</sup> Women and Gender in Iraq - Between Nation-Building and Fragmentation, Zahra Ali, Rutgers University–Newark, Cambridge University Press, Chapter 7, p.274.



- Strengthening of partners' capacities and knowledge of methodologies in documentation and psychosocial intervention with victims of the armed conflict.
- Promotion of the participation of Indigenous and Afro-descendant in peacebuilding process by training in reporting mechanisms, designing legal strategies and policy recommendations with creative and innovative tools (use of media and testimonial videos).
- Provision of strategies for self-care and protocols to self-protection, being careful with the risks that local partners and activist undertake with their work.
- Facilitation of coalitions and networks that catalyse the work of the partners from the local to the international level.
- Provision of improved conditions for women leadership from the South and that their voices are heard in multi-lateral and foreign policy scenarios.

#### 4.4.3 Changes because of the International Advocacy

As explained in the limitations the team could not address climate change, but the topic did appear in some of interviews and notably the observation that MADRE needs to engage and link these topics together and become a lead on this from a feminist perspective. The intricate link among the three overarching programmes 'Building a Just Peace', 'Ending Gender Violence' and 'Advancing Climate Justice' seemed obvious to most interviewees also in light of international events. MADRE could also strengthen the current three strategies that it employs, and it could gain new terrain and partners. To some extent there is also reference to this from a conversation in Colombia where partners are saying that an integral approach to peace, gender rights and violence and climate justice are opportune. For example, Indigenous women who would also like to have land rights. MADRE informed the team that it integrated climate justice work into its Advocacy strategy.<sup>47</sup>

The key observation from interviewees is that MADRE combines the three strategies and that this is the strength to support partners in taking action both in gender-based violence and just peace.

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<sup>47</sup> This update was provided after the draft report was submitted

# 5 Conclusions

## General

1. The Strategic Plan has been a useful and relevant instrument in guiding MADRE, and it reconfirms that the model and approach are unique to MADRE and what it can achieve.
2. MADRE is unique in combining the three strategies (grantmaking, organisational development and legal advocacy) which reinforce each other and are at the heart of what is called the 'MADRE Model'. While other, similar organisations may use one of these strategies, MADRE combining all makes it stand out.
3. MADRE's Theory of Change remains a sound instrument that accompanies the Strategic Plan and it is clearly articulated, understood and referenced throughout the organisation. This brings clarity even to external stakeholders and a shared understanding of what MADRE wants to do, why and with whom.
4. MADRE works strategically and makes deliberate choices where it wants to work with partners that embrace its approach, values and principles to create lasting change for partners in the strategic objectives that it articulated in the Strategic Plan.

## Relevance

1. MADRE's work is indisputably relevant vis-à-vis the needs of partners and their context. The Strategic Plan is relevant to partners in-country and to all those that it works with. The SP may not always be known or well communicated to partners, but there is a high degree of alignment with the work of partners and MADRE's priority areas/programmes' objectives.
2. One of MADRE's strongest assets is its grantmaking which is the driving force in mobilising and supporting partners based on their needs and providing them with voice, skills and support they need to achieve social change for their communities.
3. MADRE's legal expertise – which can be rapidly mobilised and adapted- is relevant to partners and communities to seek justice and change that affects them positively. Changes are not only relevant to seek adherence to human rights law and bodies to which the countries that MADRE works in are signatories but also to influence and change legal texts so that minority communities are fully included in laws and policies. MADRE's relevance as perceived by partners is that it also anticipates the legal changes that are necessary for minority groups to be fully recognised by law. The legal advocacy work is highly technical, much respected and is also based on a strong understanding of local laws and contexts.
4. The work on legal advocacy and changing norms is relevant to partners who are leading and learning as they move forward. MADRE enables partners to lead, and it positions partners to give testimony, to advocate for change with the government and policy-makers and global fora.

5. MADRE's Organisational Strengthening supports the grantmaking and legal advocacy and provides partners with the skills, knowledge and experience to become leaders themselves as well as strengthens organisations' ability to do their work and withstand shocks.
6. MADRE's work is highly relevant to Sida in that it takes a pro-active, strategic direction to provoke the necessary legal changes that Sida and other organisations can learn from and support. Its feminist discourse and lens are relevant to Sida. However, the specific profiling of the peacebuilding work is sometimes missing.

### **Coherence**

1. MADRE is well informed about what other partners do, where, when and how they support in-country and globally and works within, for and through a collection of well-established global conventions, treaties, agreements etc. with like-minded organisations. It seeks complementarity but also stands out in its focus on marginalised communities and as a result of its long-term vision and engagement has acquired a strong position and recognition. In other words, it is well respected by key partners globally which seek its advice and enables it to have its voice heard.
2. MADRE demonstrates leadership through taking initiatives with partners to reflect on emerging and new situations and mobilises people to take pro-active action.
3. While it works coherently in country with others, there is limited evidence whether MADRE explores opportunities to influence other feminist groups to include the position of marginalised grass roots communities.

### **Effectiveness**

1. Core funding is effective in providing MADRE with the choice and flexibility to fund partners long term and flexibly if circumstances change. This includes different types of grants to partners depending on their needs. MADRE indicates clearly for emergency grants that there is a specific time frame for the support, whereas the partnership grants do not have a limited timeframe but seen as strategic and long-term.
2. Partners are becoming sub-granters themselves, replicating MADRE's grantmaking model on a hyper-local level, and often using MADRE funding to devolve smaller grants that are most impactful for their constituencies.
3. Grantmaking is the most effective of the three strategies. Organisational Strengthening and Legal Advocacy have been effective strategies that follow grant making. Both in Iraq and Colombia there are good examples that demonstrate how these strategies work to reach results.
4. Partnerships are based on trust and political solidarity and recognition of each other and how joint efforts are reciprocal: partners seek social change while MADRE can continue to grow as a network of activists.
5. While MADRE's contribution to a 'Just Peace' reflects its strong commitment to peacebuilding it is not clear whether it works exclusively from a transitional justice perspective or takes a broader approach.
6. Sustainability has to be evolved beyond economic support and grantmaking, because the strategy has been proven to be successful precisely because it works under trust, a shared understanding of goals and strategies.

7. MADRE's effectiveness is strongly concurrent with the team in New York, many staff and management have been working for MADRE for a considerable number of years which contributes to a solid knowledge base, funding strategy, a close and trusted partnership which increased the overall effectiveness of its work in Colombia and Iraq.
8. MADRE is learning and adapting if circumstances change. In fact, it anticipates changes along the way since the partners are determining which and how MADRE's support remains effective to them thus adaptation is built into its work.
9. The M&E system takes a great consideration to partners' realities and capabilities, however there is room for improvement when it comes to ensuring partners' capacities as well as strengthening country-level/aggregated reporting towards the SP. In some cases, the disconnect between partners reporting and the implementation chart remains unresolved, and the Log-Alto system is not consistently used.

### Impact

1. MADRE's impact is a chain of impacts that accumulate as its partnerships grow and systemic changes are achieved for its partners. MADRE's partners are both leaders and contributors to impact. Indirectly such impact contributes to recognition and movement building in Iraq and Colombia. In Iraq, OWFI has become a recognised organisation that can influence and demand changes in support of marginalised groups. Similarly, TdV and PCN in Colombia have had significant impact in changes in favour of Afro-Colombian and Indigenous communities contributing to peace and reconciliation
2. MADRE has accomplished various legal changes at global and country level through its partners. At the global level the changes to the Crimes Against Humanity Treaty have a lasting impact on how gender is perceived and legally responded to. In Iraq its work on shelters and changing policies means that more lives can be protected from gender violence.
3. MADRE has grown in funding, in reach, in impact, in staff and Sida is contributing to that process which means that it can do more and reach more partners and beneficiaries. MADRE is 'moving the dial' steadily despite hurdles and obstacles that partners and MADRE encounter along the way.

## 6 Recommendations

Below, we share the key recommendations from this evaluation for Sida and MADRE.

### FOR SIDA:

1. Core funding should contribute to further achieving the objectives of MADRE's Strategic Plan and a 5-year funding cycle could give MADRE opportunities to grow even further.
2. Sida could draw lessons over time on how MADRE's model contributes meaningfully to Sida's strategies and mobilise support for its work in the countries where it works.

### FOR MADRE:

#### **MADRE positioning**

1. MADRE could consider how to reach out to a larger public (public education) to increase its audience both in terms of what it does and how it can continue to grow its funding base. This should increase its visibility and international profile further and possibly beyond the countries it currently works with.

#### **MADRE Strategic Plan and Model**

1. The Strategic Plan could be strengthened in terms of making the interlinkages stronger among the three strategies. These are not equal strategies in terms of their application and the strategic application of each of the strategies – the MADRE Model – in all MADRE partnerships is not always clear. Similarly, certain aspects of the Strategic Plan could be revisited and strengthened in a future update, notably clarifying the use of the various grants in different types of partnerships and the work towards Goal II 'Build a Just Peace'.
2. Further strengthen the Legal Advocacy strategy to stay at the cutting edge of legal changes and capitalise on the knowledge and recognition that MADRE receives to initiate more and new proactive changes. Bringing partners together around thematic areas and mobilising advocacy regionally and globally can support movement building including continuing to apply the Strategies for Change methodology.
3. The grantmaking is dynamic, for an outsider it is not clear that grants are used in both long-term (strategic) as well as short-term (non-strategic) partnerships. There could be increasing clarity as to how grants contribute to the strategic plan goals

and objectives and reporting on these at a country-based level, and also how sub-grants contribute to the broader picture including MADRE's role and application of the three strategies.

4. Expand the Global South-based regional and national networks to support partners in their needs expediting the growth of partners in terms and skills and help grow the movement including continued peer-to-peer organisational strengthening and learning.
5. The next Strategic plan needs to strengthen the existing M&E plan and implementation chart. MADRE could pilot reconciling partners' reporting with MADRE's overall global indicators through 'outcome harvesting' or other methodologies. More training and support are needed at country level and at MADRE to reach a common understanding of the M&E system and what information it yields. MADRE needs to ensure that one database is used to protect information, ensure consistent use and reporting. More learning should be encouraged across the different programme leads to capture lessons learned. MADRE should also consider how to report on a portfolio country level to avoid fragmented reporting to multiple donors, including how it reports on all its grants (and not just those of key partners).

### **MADRE and partnerships**

1. Develop a partnership strategy at global and regional level that could help building movements and more support for MADRE's model, including with partners that work in similar or adjacent fields, including international institutions like the International Criminal Court (ICC). This could also bring more clarity to the strategy for working with the different partners, and not just the 'key partners' in-country, including defining whether the goal is involvement of a broader movement, strengthening specific actors to lead movements or more taking a more 'ad hoc' approach (i.e., meeting urgent needs as they arise).
2. Continue (and broaden where possible) the valuable partnerships with actors such as the City University of New York (CUNY School of Law) and others. MADRE should continue and further strengthen its leadership position in bringing people and organisations together around specific issues that arise from its work with partners.
3. Carefully consider how to grow further in-country and how activities can expand, with the lens of all three strategies. For grant-making, it should be considered whether the aim is growing partnership grants and how project grants (shorter term) contribute to the strategic goals and objectives. Regarding organisational strengthening, the previous recommendation on more Global South-based resources learning expertise can be applied. For Legal advocacy, it should be clear (as it is now) which partners are in focus for the legal advocacy work and how the resource for this support is ensured if/when growth happens.

# Annex 1 – Terms of Reference



## **Terms of Reference for the Evaluation of MADRE's Action Plan for Enhancing Gender Rights in Crisis**

Date: May 26, 2021

### **1. General information**

The Swedish International Development Agency (Sida) is seeking a team to conduct an evaluation of Sida's core support to MADRE for the implementation of the Strategic Plan 2018-2021.

The evaluation team should demonstrate suitable experience in the following: evaluating organisational Strategic Plans and Theory of Change (ToC), focus on facilitating learning for the organisation and ensure concrete connection with the next strategic phase. In addition, the team should have knowledge of feminist Monitoring, Evaluation and Learning (MEL) methodology and sharing of good practices and global experience specifically in supporting learning for women and/or peace movements.

#### **1.1 Introduction**

Women, peace, and security (WPS) is a prioritised area for the Swedish feminist foreign policy and some of its four pillars (participation, prevention, protection and provision of relief and recovery) are often reflected in strategies for development cooperation in conflict contexts at global, regional and bilateral levels. As is the case for the Strategy for Sustainable Peace, 2017-2022, where inclusion of women and youth and their specific human security matters are prominent features. A global WPS portfolio has thus been developed under this strategy, consisting today of support to actors in the United Nations (UN) system like UN Women, Rapid Response Window/Women Peace and Humanitarian Fund and UN Team of Experts and in civil society partnerships with Women's International League for Peace and Freedom (WILPF), Kvinna till Kvinna and MADRE. Other global peace actors in civil society, like Saferworld, Conciliation Resources and International Alert, etc., include parts of the WPS agenda as integral parts of their work.

To further complement the WPS portfolio, Sida initiated a collaboration with MADRE from 2018 (with a start with the budget year 2018/19 which starts in October). Sida's intention was to expand the national and local implementation of the WPS agenda with the outreach approach



of MADRE. Sida provides core support for the implementation of MADRE's Strategic Plan, excluding any work undertaken in the US. Sida is now engaging in an external evaluation relating to MADRE 2018-2021. The main purpose of this evaluation is to assess the implementation, results and lessons of the Strategic Plan according to the evaluation criteria: relevance, coherence and impact for the time period specified above. It is expected to yield concrete findings in terms of results, recommendations for increasing the impact of MADRE's work and suggested actions, if any, for both immediate and long-term implementation. As such, it is also intended to inform the development of the next MADRE Strategic Plan which will commence in 2023.

MADRE is an international women's human rights organisation and feminist fund based in New York, USA. It does not have any local offices but works out of its headquarters and through active partnerships. For 38 years MADRE has responded to global crises from a local perspective through advancing human rights in partnership with community-based, women-led organisations on the frontlines of war, disaster, and injustice. MADRE uses its expertise, networks and resources to empower women's groups to meet the urgent needs of their communities as a bridge to develop their advocacy and leadership. MADRE recognizes that service provision efforts that are designed and led by local women's organisations with a vision for progressive change are an effective strategy to build women's political power and generate community resilience. Women are only able to address structural change, demand justice and advance human rights when they and their families have food, water, health care and other basic needs that are difficult to meet in the daily crises of poverty, violence, disaster and oppression.

MADRE also aims to build solidarity across sectors and borders, connecting diverse community-based activists to a global network of local movement leaders that power the global women's movement. MADRE believes that building transnational solidarity between and across partner organisations and movements globally advances four broad goals: 1) ending and/or reducing the incidence of war and militarisation; 2) protecting the rights of migrants, refugees and other vulnerable populations under international law and across borders with a strong intersectional gender lens; 3) increasing global action to protect natural resources and address environmental violence and climate change; and 4) integrating women's rights and gender justice, including LGBTIQ rights, into policymaking at all levels of governance from the local to the international level to strengthen gender equality.

MADRE has worked at the intersection of social movements since its beginning in 1983, when it brought together mothers and peace activists to put an end to the US-sponsored Contra War in Nicaragua. Empowering community-based women remained at the core of MADRE's mission as it grew into an international organisation, endowed with consultative status at the UN.

Since its inception, MADRE has nurtured women leaders from more than 90 visionary grassroots groups in over 50 countries. It has disbursed over \$56 million in grants and in-kind support to organisations across the globe. Today, MADRE distinguishes itself by standing at the intersection of the movements for global peace, economic, environmental and climate justice, women's, girls' and LGBTIQ rights, sexual rights, disability rights, and Indigenous and Afro-descendant rights.

## 1.2 Evaluation object: Intervention to be evaluated

The object of this evaluation is Sida's core financial support to MADRE's operations (the Core Activities) as described in MADRE's strategic plan titled *Fighting for Feminist Futures: MADRE Platform and Strategic Plan 2018-2022* (the Strategic Plan; Attached as Annex I) and the application to Sida (Annex II).

MADRE's Strategic Plan includes the following high-level five-year goals:

- **Women at the Margins Lead:** Women and girls who are often excluded from power and representation in their societies will gain the capacities, resources, voice, and access to policymaking and other centers of power at all levels of governance. Local women's organisations will become stronger and able to sustain themselves over time.
- **Policies and Attitudes Change:** New policies and norms are established from the local to the global level to uphold women's rights. The attitudes and social norms of our constituencies, partners and the philanthropic community will be changed to reflect the priorities of women on the margins. MADRE will shift how these groups think about power relations, so that people in the Global South and Global North engage with one another as peers and partners in shared solidarity rather than as donors and beneficiaries.
- **Progressive Movements Gain Power:** Social movements that partners define as critical to advancing political, economic and social change in their communities are strengthened, an intersectional approach is adopted and inter-movement alliances are created. MADRE and partners harness opportunities to be leaders in global movements where we can make a difference and women are recognized as a critical force offering social movements a new vision for the economic, political, and ecological future of the planet. Human rights abuses are prevented, survivors are protected, and social movement gains are institutionalised.

The overall objectives of the Core Activities are to:

- 1) End Gender Violence by advancing the leadership of women, girls and LGBTIQ people to confront abuses, create protections and end gender violence;
- 2) Build a Just Peace by strengthening women's abilities to prevent, survive and recover from war, to end impunity, and to create lasting peace; and
- 3) Advance Climate Justice by supporting women's efforts to adapt to and mitigate climate change and to advocate for just economic and environmental policies.

MADRE advances these objectives and the goals of the Strategic Plan through the organisational approaches of *Grantmaking*, *Organisational Strengthening*, and *Legal Advocacy* with a strategic focus on *Movement Building*.

The goals and objectives corresponding to the Core Activities as outlined in MADRE's proposal to Sida are as follows:

**Goal I: Ending Sexual and Gender-Based Violence (SGBV) in Conflict and Disaster.**

- **Objective One:** *Build the Capacity of Grassroots Women's Organisations to Meet the Immediate Needs of SGBV Survivors and Help Them Become Leaders and Long-term Agents of Change.* MADRE assessed long-term capacity among women's organisations that it works with and found that women's organisations working to meet immediate needs of women in crisis often lack capacity to address long-term needs and goals. This limits their capacity to create conditions that allow for survivors to engage in human rights advocacy or pursue justice and reparations for SGBV. For this reason, MADRE works to strengthen the capacity of grassroots women's organisations to both meet immediate needs of women who have survived, or are fleeing conflict-related SGBV, while also helping to reintegrate survivors into their communities and empower them as agents of change over the long-term.

- **Objective Two:** *Increase Prioritisation by National, Regional, and International Policymakers to Address Sexual and Gender-based Violence.* Data on SGBV abuses raises visibility and educates key stakeholders about specific human rights violations against women and other at-risk individuals; it also helps to ensure that these crimes are included in redress mechanisms and policy formations under future tribunals and transitional justice processes. MADRE therefore increases their partners' capacities to document SGBV and to highlight findings in international human rights policy spaces as well as in transitional justice processes.
- **Objective Three:** *Law and Policy Change and its Implementation.* Comprehensively addressing the rights and humanitarian needs of women and girls in conflict and disaster requires addressing pre-existing threats embedded in laws and policies. For this reason, MADRE works to identify, based on the articulated needs and demands of its partners, opportunities for impactful changes to laws and policies, and use multi-tiered advocacy to pursue those changes.

## Goal II: Building a Just Peace

- **Objective One:** *Capacity Building.* Meaningful inclusion of women in peacebuilding requires that grassroots women's groups have resources, both material and technical, to safely meet humanitarian needs and to participate in local, national, regional and international policymaking spaces. MADRE continues to provide technical expertise to partner organisations to maximize women's participation in peacebuilding processes, including through human rights trainings and their mechanisms, and by facilitating advocacy with relevant decision-makers. In addition, MADRE assists grassroots groups in conflict-affected areas to enhance the security of their communities and the women survivors that they serve, thus creating space for broader participation in transitional justice by those who face marginalisation and discrimination.
- **Objective Two:** *Movement Building and Strategies for Change between Women's Rights Activists.* MADRE works with international non-governmental organisations (INGOs) and local women's organisations to bring together grassroots women activists working on human rights issues in the context of conflict to engage in dialogue and exchange through our regional *Strategies for Change* workshops. The *Strategies for Change* workshops provide an open and safe forum for women's rights advocates to engage with one another, as well as with international experts, and discuss challenges, share best practices, and generate practical recommendations for the international community. The workshops bring together women working across ethnic, sectarian and/or geographic divides within individual countries in conflict, as well as women peacebuilders and human rights activists working across regions and occasionally, throughout the globe, in countries experiencing disaster and conflict. MADRE also provides participants with concrete tools for self-care and psychosocial support to fortify them to return to the demands of their work.
- **Objective Three:** *Strengthening Women's Participation in Peace Processes and Securing Redress for Conflict-Related Gender-based Crimes.* Recognizing that addressing all forms of conflict-related SGBV is essential for increasing women's participation and building sustainable peace, MADRE works to broaden the framing of gender-based persecution not based on sex but based on the social construction of gender including where gender intersects with race, ethnicity, sexual orientation & gender identity.

## Goal III: Advancing Climate Justice

- **Objective One: *Capacity Building.*** MADRE provides its partners with the training, skills-building and funds to create community-based women-led, democratically controlled climate adaptation and mitigation programming that upholds women's rights and provides the training needed to advocate for their communities at local, national, regional and international law and policy spaces.
- **Objective Two: *Movement Building.*** MADRE bridges progressive social movements in the U.S. and globally and mobilizes its Indigenous and rural partners and activists around the world to strengthen collective power to advance environmental and climate justice. MADRE contributes to public discourse and action that builds resilience to climate change and demands justice for environmental violence that promotes transitions to sustainable and equitable policies and practices.
- **Objective Three: *Advancing Law and Policy Change and Implementation.*** MADRE works with grassroots women-led organisations to identify legal and policy changes that would support efforts to protect the environment and adapt to climate change and provide access to relevant advocacy spaces at the regional and international level. In addition, it will work to ensure that international human rights norms in support of gender equality are reflected at all levels of climate and environmental policy, from local to global. MADRE uses multi-tiered advocacy to advance those changes.

### Theory of change/Method of work

MADRE's grassroots partner organisations share the vision of a world rooted in social justice and human rights and pursue that vision in solidarity and bring complementary assets and skills to the shared work that is rooted in respect, trust and mutual learning.

MADRE supports its partners through the distinct methodology 'Partnerships for Change', that is a model of support blending grantmaking, capacity building and human rights advocacy, as well as strategic movement building, to 1) meet immediate needs; 2) create opportunities for women, girls and vulnerable groups to assert their agency and voice, and; 3) strengthen cross-movement collaboration and momentum in order to achieve sustainable social change.

MADRE tailors its partnership approach to the realities of grassroots work and supports the partners in ways that leave resources and skills in the hands of local community members for the long-term. Ultimately, the partners define the priorities for their communities, and they decide how best to work with the resources that MADRE offers to strengthen their organisations and to develop and win policy solutions and human rights protections, from the village council to the international stage.

MADRE often works with small women's groups unable to absorb larger grants from international donor and aid agencies and in marginalised communities where war or disaster have rendered them difficult to fund and challenging to reach. The women's shelters, clinics, seed banks, water conservation projects and other services funded by MADRE are life-sustaining interventions - and sometimes the sole source of financial support - in the communities where MADRE works. Oftentimes it is this direct service that first brings women and their families into contact with MADRE partner organisations, who then cultivate relationships with women and introduce them to broader concepts of human rights. In addition, MADRE works with its partners to address the underlying issues of discrimination that they face, which includes working with them to negotiate familial and cultural barriers against women who step up as leaders or travel beyond their communities. MADRE also meets the realistic needs for translation, travel stipends, child care and other vital details that are often overlooked when working with grassroots women's organisations. Doing so ensures that women can fully participate without worrying about additional burdens that would otherwise prevent them from accessing these opportunities.

MADRE further engages in women-led capacity building, community organizing and learning exchanges to advance our partners' work and ensure their long-term viability. MADRE trains its partners in human rights awareness and documentation, outreach strategies, organisational sustainability, financial management and monitoring and evaluation, among other crucial skills. Through exchanges MADRE helps women from differing communities, regions or countries learn about the experiences and organizing tactics of fellow women who face similar forms of discrimination and marginalisation. These exchanges act as a bridge between seemingly disparate movements and strengthen the capacities of activists to advance and deepen their agendas, creating more powerful voices to advocate for change.

MADRE recognizes that grantmaking and capacity building done in isolation is not sufficient to achieve systemic, long-term social change. Therefore, MADRE employs human rights advocacy as a mechanism to amplify the voices of those at the local level in national, regional and international policymaking, and unites individual organisations with other like-minded organisations in order to enhance their collective impact. MADRE trains and empowers its partners with the language and framework to identify the abuses they face as human rights violations and also the skills and strategies to pursue justice and peace. It works with partners to articulate, advance and realize a policy vision rooted in social justice and help them overcome obstacles to access by providing support such as legal aid, media training, translation, and accompaniment to regional and global policymaking arenas that enable them to elevate local human rights struggles with the power of international law. MADRE remains consistent in its advocacy efforts, committing to its partners for the long haul to ensure that law and policy remain responsive to social change and accountable to those it is meant to serve, and that victories move beyond paper to be enforced at all levels of governance to protect people and communities. Taking an intersectional approach to its work, MADRE helps build movements on the national level between local organisations, on the regional level between organisations in similarly situated countries and globally with other international organisations, institutions, universities and UN agencies.

MADRE's dual ground-up and top-down approach seek to ensure that the energy unleashed by social movement mobilisations are sustained and institutionalised in policy and law, and through investments in community-controlled projects and local women's institutions. MADRE uses the interconnectedness of law, policy and practice from the grassroots to the international level to create a feedback loop, in which multiple decision-makers - from UN agencies to local governments, to national governments and international human rights bodies - support grassroots women's groups' demands.

MADRE's programmatic work and partnerships span across the Middle East, Africa, Latin American and the Caribbean, and Asia-Pacific and centre on the following key constituencies:

- **Indigenous women** because their leadership is rooted in the values of collective rights and sustainability that we need to create viable, global social change;
- **LGBTIQ people** because an effective, comprehensive approach to gender justice demands that the women's rights movement ally with movements for justice on the basis of sexual orientation and gender identity;
- **People with disabilities** because they are disproportionately impacted by war and disaster and because their leadership enables us to identify solutions that meet the needs of all;
- **Young women and girls** because investing in intergenerational leadership is crucial to the long-term success of our movements, and because they hold solutions and advance strategies that we need today;
- **Afro-descendent women** because their work at the intersection of tackling racial oppression and gender discrimination is crucial to the success of both movements.



The intervention logic or theory of change of the intervention may be further elaborated by the evaluator in the inception report, if deemed necessary.

## **Budget**

MADRE receives core funding from Sida under the agreement 2018-2021 to the amount of 30 000 000 SEK. An amendment of two years is planned during the fall to entail budget years October 2021 to October 2023.

To implement the Strategic Plan, MADRE has annual budgets of approximately USD \$9.11 million (2018/19), USD \$10.77 million (2019/20), USD \$9.35 million (2020/21) totalling approximately: \$29.23 million USD for the 2018–2021 period.

MADRE has sustained and managed growth over the last number of years and plans to deepen and consolidate resources.

## **Specific concerns**

- **COVID-19**

The risks of contracting, and public health measures put in place to control the spread of COVID-19 may restrict international travel of the evaluator, limit mobility on the ground, or dissuade stakeholders from meeting with the evaluator in-person. Evaluations must address the operational and methodological challenges raised by the COVID-19 crisis and present alternative methods for interaction and communication between the evaluator and stakeholders relevant to this evaluation, should travel and in-person meetings not be possible.

- **Active conflict and fragility in countries where this intervention is being carried out**

The threat of violence may constrain the evaluators' ability to raise issues, collect material and data, recruit and retain local staff, meet interlocutors, publish findings, and disclose sources. The risk of harm may mean that the information obtained is biased, incomplete and/or (voluntarily or involuntarily) censored. Consequently, evaluations must address the operational and methodological consequences of the risk of violence. The evaluator should perform a risk assessment prior to traveling to countries selected for focus under this evaluation to determine the probability and impact of risks related to conflict or fragility affecting the evaluation and propose measures to mitigate these risks.

## **Previous evaluations**

MADRE's work has been the subject of the following evaluations by other donors:

- [Women And Girls In Haiti's Reconstruction: Addressing And Preventing Gender-based Violence Evaluation Report](#)-- an evaluation of MADRE and Haitian partner organisation, KOFAVIV's work to address sexual and gender-based violence against women and girls in post-earthquake Haiti, which was funded by the World Bank from 2011-2012.
- [Final Evaluation: Combating Violence against Women in Waspm, Nicaragua](#)-- an evaluation of MADRE and Nicaraguan partner organisation, Wangki Tangni's work to combat violence against Indigenous women and girls in the autonomous Indigenous region of Nicaragua's North Atlantic Coast, which was funded by the United Nations Trust Fund (UNTF) to End Violence against Women from 2016 to 2019.

### 1.3 Evaluation rationale

This is a mandatory evaluation required in the agreement between the Swedish International Development Agency (Sida) and MADRE. It was originally planned as a mid-term evaluation, but was postponed to allow for more time for implementation of the intervention to take place. The evaluation is being conducted to assess progress to date of the Core Activities, as well as the overall effectiveness of the intervention to achieve its objectives. The evaluation comes at an inflection point, as MADRE is nearing the end of the timeframe for its current Strategic Plan 2018-2022, as well as the first phase of its cooperation agreement with Sida. The evaluation will thus serve to produce key learnings and recommendations that can be reinvested into the next phase of planning and implementation of MADRE's Strategic Plan, as well as its ongoing partnerships with grassroots women-led local institutions, and with Sida and other donors.

## 2. The assignment

### 2.1 Evaluation purpose: Intended use and intended users

The purpose of this evaluation is to examine the relevance, coherence, impact and lessons learnt by the implementation of the Strategic Plan/Core Activities and assess its effectiveness in achieving results.

In particular the evaluation should:

- Help Sida and MADRE to assess the progress and results of MADRE's work with the current Strategic Plan.
- Provide evidence about the impact of the partnership to end gender violence and promote and advance just and sustainable peace.
- Seek to evaluate core elements including, relevance, coherence and impact of MADRE's organisational approaches to long term partnership with grassroots women's organisations, and advocacy with grassroots partners at global and multilateral levels, and to test assumption that the local to global continuum created by the work is transforming harmful social norms and policies in the communities of the partners, and achieving lasting social change.
- Inform decision making of MADRE's strategic planning and direction and allow MADRE to determine core approaches and how those can be improved or adapted to better achieve MADRE's strategic goals.
- Provide actionable insights and recommendations that can be adopted by MADRE to improve its programmatic work.

The primary intended users of the evaluation are:

- MADRE Staff
- Sida's Unit for Peace and Human Security
- MADRE Partners
- MADRE Board

Other stakeholders that should be kept informed about the evaluation include:



- Other current and potential funders of MADRE’s Strategic Plan and Core Activities including,
  - NoVo Foundation
  - Oak Foundation
  - Open Society Foundations
  - Global Affairs Canada
  - WeTrust
  - Sigrid Rausing Trust
  - Ford Foundation
- Peer funders/grantmaking institutions
- The Swedish Ministry of Foreign Affairs

Other stakeholders that should be kept informed about the evaluation include peer organisations and women’s movement actors working through similar strategies or approaches and conversely those working in distinct ways.

The evaluation is to be designed, conducted and reported to meet the needs of the intended users and tenderers shall elaborate in the tender how this will be ensured during the evaluation process. During the inception phase, the evaluator and the users will agree on who will be responsible for keeping the various stakeholders informed about the evaluation.

## 2.2 Evaluation scope

The scope of the evaluation will be limited to:

- A timeframe between October 2018 and September 2021, which accords with the first funding period of MADREs and Sida’s Cooperation Agreement.
- Global to local normative changes. MADRE’s role and impact in improving local, national and multilateral action to establish the overarching results for policy change in all thematic areas: gender based violence, just peace and climate justice.
- A geographic and in-depth focus on MADRE’s direct support to and national - and international advocacy - with its long term grassroots partners in **Iraq** and **Colombia**. The priority populations to be included are Iraqi women and girls and LGBTIQ individuals, and Indigenous and Afro-descendant women and girls in Colombia.

The timeframe for the conduction of the evaluation is between September and December 2021.

If needed, the scope of the evaluation may be further elaborated by the evaluator in the inception report.

## 2.3 Evaluation objective: Criteria and questions

The objectives of this evaluation are:

- Evaluate the relevance, coherence and impact of MADRE's model of working in *long term partnerships and providing flexible funding* to partners in Iraq and Colombia, in terms of this model's ability to end gender violence and build just peace in those countries, to formulate recommendations as an input to upcoming discussions concerning the preparation of a new phase of MADRE's Strategic Plan.
- Evaluate the relevance, coherence, and impact of MADRE's and our Iraqi and Colombian partners' *advocacy work in global and multilateral systems* to produce foreign policy and law that is responsive to grassroots women's recommendations for ending gender violence and building just peace, to determine whether these systems remain useful and the global women's movement, and to formulate recommendations for continued engagement with them.
- In relation to the previous point, additionally evaluate the impact of the approach of *advocacy* for all three thematic areas: gender based violence, just peace and climate justice with particular focus on MADREs added value.
- Evaluate the impact of MADRE's dual ground-up and top-down approach in Iraq and Colombia to create a feedback loop, in which decision makers at multiple levels- from UN agencies to local governments, to national governments and international human rights bodies - support grassroots women's groups' demands and this support is translated into concrete policy, law, and norm change, in order to identify and address gaps to this approach.
- Evaluate the effectiveness of MADREs present systems for monitoring, evaluation and learning – especially with a focus on distance monitoring with partners – and make forward looking recommendations.

The evaluation questions are:

**Relevance: Is the intervention doing the right thing?**

- To what extent has MADRE's model of working in long term partnerships and providing flexible funding to partners in Iraq and Colombia responded to Iraqi women and girls and LGBTIQ persons, and Colombian Indigenous and Afro-descendant women and girls needs and priorities with respect to ending gender violence and building just peace, and has this model continued to do so if/when circumstances have changed?
- To what extent have lessons learned from what works well and less well with MADRE's model of long term partnerships and flexible funding to partners in Iraq and Colombia been used to improve and adjust intervention implementation?
- To what extent has MADRE and its Iraqi and Colombian partners' advocacy work in the global and multilateral systems produced foreign policy that responds to Iraqi women and girls and LGBTIQ persons, and Colombian Indigenous and Afro-descendant women and girls needs, priorities, and recommendations for ending gender violence and building just peace, and has this work continued to do so if/when circumstances have changed?
- To what extent have lessons learned from what works well and less well in our joint global and multilateral advocacy with Iraqi and Colombia partners been used to improve and adjust intervention implementation?

**Coherence: How well does the program fit?**

- How compatible has MADRE's model of working in long term partnerships and providing flexible funding to end gender violence and build just peace, been with other interventions in Iraq and Colombia?
- How compatible has MADRE's and its partners' global and multilateral advocacy work to end gender violence and build just peace been with other organisations' interventions in Iraq and Colombia?

**Impact: What difference does the intervention make?**

- To what extent has working in long term partnerships and providing flexible funding to MADRE's Iraqi and Colombian partners, including advocacy work in global and multilateral systems, generated significant positive or negative, intended or unintended, high-level effects for women and girls and LGBTIQ persons in Iraq, and Indigenous and Afro-descendant women and girls in Colombia with respect to ending gender violence and building a just peace?
- Has MADRE's dual ground-up and top-down approach in Iraq and Colombia generated significant positive or negative, intended or unintended, international, national and local level support for, and policy and norm change that responds to the demands of Iraqi women and girls and LGBTIQ individuals, and Colombian Indigenous and Afro-descendant women and girls, with respect to ending gender violence and building just peace?
- At global normative level, what transformative changes has MADRE been engaged in and what is MADRE's added value in relation to the international advocacy work in all three thematic areas (gender based violence, just peace and climate justice) and how well has the dual ground-up and top-down approach been reflected?
- How well has the monitoring, evaluation and learning systems served to captured results and progress, especially related to small and larger scale grants, and how has the learning processes led to adjustments?

Questions are expected to be developed in the tender by the tenderer and further refined during the inception phase of the evaluation.

## **2.4 Evaluation approach and methods**

It is expected that the evaluator describes and justifies an appropriate evaluation approach/methodology and methods for data collection in the tender. The evaluation design, methodology and methods for data collection and analysis are expected to be fully developed and presented in the inception report. Given the situation with Covid-19, innovative and flexible approaches/methodologies and methods for remote data collection should be suggested when appropriate and the risk of doing harm managed.

The evaluator is to suggest an approach/methodology that provides credible answers (evidence) to the evaluation questions. Limitations to the chosen approach/methodology and methods shall be made explicit by the evaluator and the consequences of these limitations discussed in the tender. The evaluator shall to the extent possible, present mitigation measures to address them. A clear distinction is to be made between evaluation approach/methodology and methods.

A *gender-responsive* approach/methodology, methods, tools and data analysis techniques should be used<sup>48</sup>.

Sida's approach to evaluation is *utilisation-focused*, which means the evaluator should facilitate the *entire evaluation process* with careful consideration of how everything that is done will affect the use of the evaluation. It is therefore expected that the evaluators, in their tender, present i) how intended users are to participate in and contribute to the evaluation process and ii) methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

In cases where sensitive or confidential issues are to be addressed in the evaluation, evaluators should ensure an evaluation design that does not put informants and stakeholders at risk during the data collection phase or the dissemination phase.

## 2.5 Organisation of evaluation management

This evaluation is commissioned by the Unit for Peace and Human Security, Sida. The intended users are primarily Sida and MADRE. The intended users of the evaluation form a steering group, which has contributed to and agreed on the ToR for this evaluation. The steering group is a decision-making body. It will approve the inception report and the final report of the evaluation. The steering group will participate in the start-up meeting of the evaluation, as well as in the debriefing/validation workshop where preliminary findings and conclusions are discussed.

## 2.6 Evaluation quality

The evaluation shall conform to OECD/DAC's Quality Standards for Development Evaluation<sup>49</sup> and use the OECD/DAC Evaluating Peacebuilding Activities in Settings of Conflict and Fragility: Improving Learning for Results<sup>50</sup>. The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation<sup>51</sup> and the OECD/DAC Better Criteria for Better Evaluation<sup>52</sup>. The evaluators shall specify how quality assurance will be handled by them during the evaluation process.

## 2.7 Time schedule and deliverables

It is expected that a time and work plan is presented in the tender and further detailed in the inception report. Given the situation with Covid-19, the time and work plan must allow flexibility in implementation. The evaluation shall be carried out August to December 2021. The timing of any field visits, surveys and interviews need to be settled by the evaluator in dialogue with the main stakeholders during the inception phase.

The table below lists key deliverables for the evaluation process. Alternative deadlines for deliverables may be suggested by the consultant and negotiated during the inception phase.

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<sup>48</sup> See for example UNEG United Nations Evaluation Group (2014) Integrating Human Rights and Gender Equality in Evaluations <http://uneval.org/document/detail/1616>

<sup>49</sup> OECD/DAC (2010) Quality Standards for Development Evaluation.

<sup>50</sup> OECD/DAC (2012) Evaluating Peacebuilding Activities in Settings of Conflict and Fragility: Improving Learning for Results.

<sup>51</sup> Sida OECD/DAC (2014) Glossary of Key Terms in Evaluation and Results Based Management.

<sup>52</sup> OECD/DAC (2019) Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use.

Deliverables	Participants	Deadlines
1. Start-up virtual meeting	Evaluation team Sida Program Officer (PO) MADRE team (TBD)	August, 18 <sup>th</sup>
2. Draft inception report	Evaluation team	September, 1 <sup>st</sup>
3. Virtual inception meeting	Evaluation team Sida PO MADRE team	TBD
4. Comments from intended users to evaluators (alternatively these may be sent to evaluators ahead of the inception meeting)	MADRE team Sida PO	September, 15 <sup>th</sup>
5. Data collection, analysis, report writing and quality assurance	Evaluators	September-October
6. Validation workshop	Evaluation team MADRE team Sida PO	October, 20 <sup>th</sup>
7. Draft evaluation report		November, 3 <sup>rd</sup>
8. Comments from intended users to evaluators		November, 17 <sup>th</sup>
9. Final evaluation report		December, 1 <sup>st</sup>
10. Seminar on the findings	MADRE Sida	TBD in December

**The inception report** will form the basis for the continued evaluation process and shall be approved by Sida before the evaluation proceeds to implementation. The inception report should be written in English and cover evaluability issues and interpretations of evaluation questions, present the evaluation approach/methodology *including how a utilisation-focused and gender-responsive approach will be ensured*, methods for data collection and analysis as well as the full evaluation design, including an *evaluation matrix* and a *stakeholder mapping/analysis*. A clear distinction between the evaluation approach/methodology and methods for data collection shall be made. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed.

A specific time and work plan, including number of hours/working days for each team member, for the remainder of the evaluation should be presented. The time plan shall allow space for reflection and learning between the intended users of the evaluation.

**The final report** shall be written in English and be professionally proofread. The final report should have a clear structure and follow the layout format of Sida's template for decentralised evaluations (see Annex C). The executive summary should be maximum 3 pages.

The report shall clearly and in detail describe the evaluation approach/methodology and methods for data collection and analysis and make a clear distinction between the two. The report shall describe how the utilisation-focused approach has been implemented i.e. how intended users have participated in and contributed to the evaluation process and how methodology and methods for data collection have created space for reflection, discussion and learning between the intended users. Furthermore, the gender-responsive approach shall be described and reflected in the findings, conclusions and recommendations along with other identified and relevant cross-cutting issues. Limitations to the methodology and methods and the consequences of these limitations for findings and conclusions shall be described.

Evaluation findings shall flow logically from the data, showing a clear line of evidence to support the conclusions. Conclusions should be substantiated by findings and analysis. Evaluation questions shall be clearly stated and answered in the executive summary and in the conclusions. Recommendations and lessons learned should flow logically from conclusions and be specific, directed to relevant intended users and categorised as a short-term, medium-term and long-term.

The report should be no more than 35 pages, excluding annexes. If the methods section is extensive, it could be placed in an annex to the report. Annexes shall always include the Terms of Reference, the Inception Report, the stakeholder mapping/analysis and the Evaluation Matrix. Lists of key informants/interviews shall only include personal data if deemed relevant (i.e. when it is contributing to the credibility of the evaluation) based on a case based assessment by the evaluator and the commissioning unit/embassy. The inclusion of personal data in the report must always be based on a written consent.

The evaluator shall adhere to the Sida OECD/DAC Glossary of Key Terms in Evaluation<sup>53</sup>.

The evaluator shall, upon approval by Sida/Embassy of the final report, insert the report into Sida's template for decentralised evaluations (see Annex C) and submit it to Nordic Morning (in pdf-format) for publication and release in the Sida publication database. The order is placed by sending the approved report to Nordic Morning ([sida@atta45.se](mailto:sida@atta45.se)), with a copy to the responsible Sida Programme Officer as well as Sida's Evaluation Unit ([evaluation@sida.se](mailto:evaluation@sida.se)). Write "Sida decentralised evaluations" in the email subject field. The following information must always be included in the order to Nordic Morning:

1. The name of the consulting company.
2. The full evaluation title.
3. The invoice reference "ZZ980601".
4. Type of allocation: "sakanslag".
5. Type of order: "digital publicering/publikationsdatabas".

## 2.8 Evaluation team qualification

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<sup>53</sup> Sida OECD/DAC (2014) Glossary of Key Terms in Evaluation and Results Based Management.

In addition to the qualifications already stated in the framework agreement for evaluation services, the evaluation team shall include a core team leader and team members (also local consultants' contributions for certain tasks are welcome) covering the following additional qualifications:

- Solid understanding to feminist approaches and with women's and feminist, peace, gender movements, including intersectionality;
- Proven track record of evaluating advocacy programmes/grassroots organisations and required experience of evaluating feminist organisations/activists/grassroots movements;
- Expertise in using mixed research methods suitable for policy and advocacy programmes and community mobilisation;
- Solid understanding of the current challenges for feminist organising in the Global South and conflict situations;
- Experience in strategy development and operationalisation;
- Fluency in Spanish; and
- Particular local knowledge of the Colombian and Iraqi contexts in relation to gender, peace and security.

A CV for each team member shall be included in the call-off response. It should contain a full description of relevant qualifications and professional work experience.

It is important that the competencies of the individual team members are complimentary. It is highly recommended that local evaluation consultants are included in the team, as they often have contextual knowledge that is of great value to the evaluation. In addition, and in a situation with Covid-19, the inclusion of local evaluators may also enhance the understanding of feasible ways to conduct the evaluation

The evaluators must be independent from the evaluation object and evaluated activities, and have no stake in the outcome of the evaluation.

Please note that in the tender, the tenderers must propose a team leader that takes part in the evaluation by at least 30% of the total evaluation team time including core team members, specialists and all support functions, but excluding time for the quality assurance expert.

## 2.9 Financial and human resources

The maximum budget amount available for the evaluation is 550 000 SEK.

Invoicing and payment shall be managed according to the following:

The Consultant may invoice a maximum of 25 % of the total amount after approval by Sida of the Inception Report and the rest after approval by Sida of the Final Report and when the assignment is completed.

The contact person at Sida is Anette Widholm Bolme, Senior Program Manager at Sida's Unit for Peace and Human Security. The contact person should be consulted if any problems arise during the evaluation process.



Relevant Sida documentation will be provided by Anette Widholm Bolme and include assessment memos, agreement and annual reports will be shared with the evaluators at the start-up meeting.

Contact person at MADRE is Maya Crawford and she will furnish the evaluators with key MADRE documentation.

The evaluator will be required to arrange the logistics including any necessary security arrangements.

### 3. Annexes

#### Annex A: List of key documentation

1. [MADRE Strategic Plan 2018-2022](#)
2. MADRE application to Sida
3. Signed Agreement between Sida and MADRE
4. MADRE Constitution and By-Laws
5. MADRE Organisational structure 2021
6. MADRE reports to Sida 2018/19 and 2019/20
7. Program reports or advocacy submissions on Iraq and Colombia, and other advocacy initiatives

MADRE will also provide documents regarding its MEL system

#### Annex B: Data sheet on the evaluation object

Information on the evaluation object (i.e. intervention)	
Title of the evaluation object	MADRE, Women, peace & security 2018-2021
ID no. in PLANIt	12487
Dox no./Archive case no.	18/000755
Activity period (if applicable)	October 2018- October 2022
Agreed budget (if applicable)	30 MSEK
Main sector <sup>54</sup>	Peace and security, human rights and gender equality
Name and type of implementing organisation <sup>55</sup>	NGO and civil society
Aid type <sup>56</sup>	Core contribution
Swedish strategy	Sustainable Peace 2017-2022

<sup>54</sup> Choose from Sida's twelve main sectors: education; research; democracy, human rights and gender equality; health; conflict, peace and security; humanitarian aid; sustainable infrastructure and services; market development; environment; agriculture and forestry; budget support; or other (e.g. multi-sector).

<sup>55</sup> Choose from the five OECD/DAC-categories: public sector institutions; NGO or civil society; public-private partnerships and networks; multilateral organisations; and other (e.g. universities, consultancy firms).

<sup>56</sup> Choose from the eight OECD/DAC-categories: budget/sector support; core contributions/pooled funds; project type; experts/technical assistance; scholarships/student costs in donor countries; debt relief; admin costs not included elsewhere; and other in-donor expenditures.]

Information on the evaluation assignment	
Commissioning unit	Unit for Peace and Human Security
Contact person at unit	Anette Widholm Bolme
Timing of evaluation (mid-term, end-of-programme, ex-post, or other)	End-of-programme
ID no. in PLANIt (if other than above).	

### **Annex C: Decentralised evaluation report template**

## Annex 2 – Evaluation Matrix

Evaluation criteria	Evaluation questions	Indicators	Data collection instruments	Sources of information	Data analysis
<b>RELEVANCE: Is the intervention doing the right thing?</b>					
	R1: To what extent has MADRE's model of working in long term partnerships and providing flexible funding to partners in Iraq and Colombia responded to Iraqi women and girls and LGBTIQ persons, and Colombian Indigenous and Afro-descendant women and girls needs and priorities with respect to ending gender violence and building just peace, and has this model continued to do so if/when circumstances have changed?	<p>We will use the indicators relevant to reporting on Iraq and Colombia and make a summary.</p> <p>We will also look at the results identified for the three strategies.</p> <p>Programs of partners have grown/changed in Y ways to respond to identified needs (this can also include new services that have been created to respond to immediate needs).</p>	<ul style="list-style-type: none"> <li>• Document</li> <li>• Review</li> <li>• Interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Document</li> <li>• Review</li> <li>• Consultation with all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Combination of document review, interviews (coding), survey results and summaries of reporting</li> <li>• Analysis of the granting system</li> </ul>

		<p>Partners' perception of the relevance of MADRE's partnership approach and model.</p> <p>Evidence that the technical support from MADRE has enabled the partners to improve their services to women, girls and LGBTIQ through increased capacity and ability to respond and deliver.</p> <p>Evidence that the financial support from MADRE has enabled the partners to respond and deliver services in a flexible and relevant way.</p> <p>Degree of satisfaction of women, girls and LGBTIQ with the services provided by the partners.</p>			
	R2: To what extent have lessons learned from what works well and less well with	MADRE and partners document and implement	<ul style="list-style-type: none"> <li>• Document Review</li> </ul>	<ul style="list-style-type: none"> <li>• Document Review</li> </ul>	<ul style="list-style-type: none"> <li>• Combination of document</li> </ul>

	MADRE's model of long-term partnerships and flexible funding to partners in Iraq and Colombia been used to improve and adjust intervention implementation?	<p>the lessons learned and effects of change as a result should be observed.</p> <p>Evidence of programmatic lessons learnt leading to adjustments and programme adaptations.</p>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation with all stakeholders, in particular partners and peer organisations</li> </ul>	review, interviews (coding), survey results and summaries of reporting
	R3: To what extent has MADRE and its Iraqi and Colombian partners' advocacy work in the global and multilateral systems produced foreign policy that responds to Iraqi women and girls and LGBTIQ persons, and Colombian Indigenous and Afro-descendant women and girl's needs, priorities, and recommendations for ending gender violence and building just peace, and has this work continued to do so if/when circumstances have changed?	<p>We will use the indicators relevant to reporting on Iraq and Colombia and make a summary of the results. We will also look at the results identified for the three strategies.</p> <p>Interviewees indicate that results occur as a result of MADRE's work at global level translated in foreign policy relevant to the target population.</p> <p>Evidence of advocacy activities and actions...</p>	<ul style="list-style-type: none"> <li>• Document Review</li> <li>• Interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Document Review</li> <li>• Consultation with all stakeholders, in particular partners and representatives at global level</li> </ul>	<ul style="list-style-type: none"> <li>• Combination of document review, interviews (coding), Analysis of changes that occurred as a result of MADRE's intervention</li> </ul>
	R4: To what extent have lessons learned from what works well and less well in our joint global and multilateral	Interviewees indicate that learning has been incorporated in their	<ul style="list-style-type: none"> <li>• Document Review</li> <li>• Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Document Review</li> </ul>	<ul style="list-style-type: none"> <li>• Combination of document review,</li> </ul>

	advocacy with Iraqi and Colombia partners been used to improve and adjust intervention implementation?	<p>partnership and work and improves collaboration on relevant programmes.</p> <p>Evidence of lessons learnt leading to adjustments and adaptations on advocacy interventions and activity.</p> <p>Evidence of sharing of lessons learnt and enabling sharing across partners globally.</p>	<ul style="list-style-type: none"> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation with all stakeholders.</li> <li>• MEL</li> </ul>	<p>interviews (coding)</p> <ul style="list-style-type: none"> <li>• Analysis of the changes over time, the implementation, and the effects</li> </ul>
<b>COHERENCE: How well does the programme fit?</b>					
	C1: How compatible has MADRE's model of working in long term partnerships and providing flexible funding to end gender violence and build just peace, been with other interventions in Iraq and Colombia?	<p>Interviewees indicate that the three strategies provide added value to working with beneficiaries and contribute to the MADRE outcomes.</p> <p>Evidence of collaboration, coordination, and joint activities with other partners in Iraq and Colombia as well as</p>	<ul style="list-style-type: none"> <li>• Document Review</li> <li>• Interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Document Review</li> <li>• Consultation with all stakeholders and in particular those that can comment on MADRE's contribution</li> </ul>	<ul style="list-style-type: none"> <li>• Combination of document review, interviews (coding)</li> <li>• Contribution analysis</li> </ul>

		across programmes/ projects within the MADRE portfolio.			
	C2: How compatible has MADRE's and its partners' global and multilateral advocacy work to end gender violence and build just peace been with other organisations' interventions in Iraq and Colombia?	<p>Interviewees indicate that the global loop that MADRE deploys has had added value at national and global level both at legal and policy level with evidence from examples.</p> <p>Alignment and coordination with other advocacy efforts and initiatives of other likeminded actors.</p>	<ul style="list-style-type: none"> <li>• Document Review</li> <li>• Interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Document Review</li> <li>• Consultation with all stakeholders and in particular those that can comment on MADRE's contribution and the partners in-country</li> </ul>	<ul style="list-style-type: none"> <li>• Combination of document review, interviews (coding)</li> <li>• Contribution analysis</li> </ul>
<b>EFFECTIVENESS: Is the intervention achieving its objectives?</b>					
	E1: To what extent has the implementation of the Strategic Plan achieved its strategic outcomes (focus on Colombia and Iraq)	<p>We use the indicators from the implementation chart relevant to the two countries and summarise. We will also look at the results identified for the three strategies.</p> <p>Interviewees identify unrecorded and additional</p>	<ul style="list-style-type: none"> <li>• Document Review</li> <li>• Interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders in-country and globally, MADRE staff and management, Governance structure of MADRE</li> </ul>	<ul style="list-style-type: none"> <li>• Combination of document review, interviews (coding)</li> <li>• Analysis of the contribution of the two country</li> </ul>



		results that the grant made possible			cases to the outcomes.
	E2. What is the added value of the Sida core grant to MADRE?	Open question			
	E3. How well has the dual ground-up and top-down approach been reflected?	Evidence of changes at global policy level due to Partner's interventions and in turn evidence of global changes affecting women's organisations positively in Iraq and Colombia.	<ul style="list-style-type: none"> <li>• Document Review</li> <li>• Interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders in-country and globally, MADRE staff and management, Governance structure of MADRE</li> </ul>	<ul style="list-style-type: none"> <li>• Combination of document review, interviews (coding). Examples as illustrative evidence</li> </ul>
	E4: How well has the monitoring, evaluation and learning systems served to capture results and progress, especially related to small and larger scale grants, and how has the learning processes led to adjustments?	<p>The extent to which results are captured timely and effectively at partners and MADRE level.</p> <p>Evidence of learning loops and learning activities to inform programming.</p> <p>Lessons learnt have been rapidly identified, integrated into MADRE's</p>	<ul style="list-style-type: none"> <li>• Document Review</li> <li>• Interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders in-country, MADRE staff and management, MEL staff</li> </ul>	<ul style="list-style-type: none"> <li>• Combination of document review, interviews (coding), survey results. Overall results of the implementation chart and analysis of relevance of indicators match with the</li> </ul>

		systems, and improved grantmaking			ToC and MEL progress tracking
<b>IMPACT: What difference does the intervention make?</b>					
	I1: To what extent has working in long term partnerships and providing flexible funding to MADRE's Iraqi and Colombian partners, including advocacy work in global and multilateral systems, generated significant positive or negative, intended, or unintended, high-level effects for women and girls and LGBTIQ persons in Iraq, and Indigenous and Afro-descendant women and girls in Colombia with respect to ending gender violence and building a just peace?	<p>Impact examples collected from documents, interviews, and surveys both at global and national level that have a clear link between them.</p> <p>Additional examples from interviewees that demonstrate continuous and sustainable impact on the priority groups, including when circumstances change.</p>	<ul style="list-style-type: none"> <li>• Document Review</li> <li>• Interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders in-country and globally, MADRE staff and management, Governance structure of MADRE</li> </ul>	<ul style="list-style-type: none"> <li>• Combination of document review, interviews (coding), survey results.</li> </ul>
	I2: Has MADRE's dual ground-up and top-down approach in Iraq and Colombia generated significant positive or negative, intended, or unintended, international, national and local level support for, and policy and norm change that responds to the demands of Iraqi women and girls and LGBTIQ individuals, and Colombian Indigenous	The extent to which interviewees and documentation report on significant change that responded to priority groups in the two countries.	<ul style="list-style-type: none"> <li>• Document Review</li> <li>• Interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders in-country and globally. MADRE staff and management</li> </ul>	<ul style="list-style-type: none"> <li>• Combination of document review, interviews (coding). Analysis and supporting examples</li> </ul>

	and Afro-descendant women and girls, with respect to ending gender violence and building just peace?				
	I3: At global normative level, what transformative changes has MADRE been engaged in and what is MADRE's added value in relation to the international advocacy work in all three thematic areas (gender-based violence, just peace and climate justice) and how well has the dual ground-up and top-down approach been reflected?	<p>The level of change in normative work in the three areas observed by interviewees and documented.</p> <p>The dual ground up approach has been reflected systematically (and has been effective as an approach)<sup>57</sup></p>	<ul style="list-style-type: none"> <li>• Document Review</li> <li>• Interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders in-country and globally. MADRE staff and management</li> </ul>	<ul style="list-style-type: none"> <li>• Combination of document review, interviews (coding). Analysis of MADRE's added value in these areas and approach also in relation to peer organisations</li> </ul>
<b>Overall Questions to be answered based on the above Evaluation Questions</b>					
	O1: How can MADRE consolidate the growth and expansion further?				
	O2: How well is the partnership MADRE model working?				
<b>Forward Looking Questions</b>					
	FL.1 What are the specific challenges ahead for MADRE to sustain growth: what can continue and what new actions are critical for the next strategic phase?	No indicator	<ul style="list-style-type: none"> <li>• Document Review</li> <li>• Interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• MADRE, Partners, and outside observers,</li> </ul>	<ul style="list-style-type: none"> <li>• Use a ranking method to categories themes, actions,</li> </ul>

<sup>57</sup> This is partly an effectiveness question: we will summarise whether and why this approach has worked or not to increase learning and contribute to the question on whether the MADRE model works

				including peer organisations	focus areas, learning, etc. to provide a summary. Use the learning workshop
	FL.2 What can be improved on MADRE's model to ensure a sustainability strategy for feminist social change?	Related to question R.1	<ul style="list-style-type: none"> <li>• Document Review</li> <li>• Interviews</li> <li>• Survey</li> </ul>	<ul style="list-style-type: none"> <li>• MADRE, Partners, and outside observers, including peer organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Use a ranking method to categories themes, actions, focus areas, learning, etc. to provide a summary. Use the learning workshop</li> </ul>
	FL.3 How can the MEL system be strengthened to generate more robust results and learning?	Related to question E.2.	<ul style="list-style-type: none"> <li>• Survey</li> <li>• Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• MADRE, Partners, and outside observers, including peer organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Use a ranking method to categories themes, actions, focus areas, learning, etc. to provide a summary. Use the learning workshop</li> </ul>

# Annex 3 – MADRE's Core Activities and Theory of Change

MADRE's Strategic Plan includes the following **high-level five-year goals**:

- **Women at the Margins Lead:** Women and girls who are often excluded from power and representation in their societies will gain the capacities, resources, voice, and access to policymaking and other centres of power at all levels of governance. Local women's organisations will become stronger and able to sustain themselves over time.
- **Policies and Attitudes Change:** New policies and norms are established from the local to the global level to uphold women's rights. The attitudes and social norms of our constituencies, partners and the philanthropic community will be changed to reflect the priorities of women on the margins. MADRE will shift how these groups think about power relations, so that people in the Global South and Global North engage with one another as peers and partners in shared solidarity rather than as donors and beneficiaries.
- **Progressive Movements Gain Power:** Social movements that partners define as critical to advancing political, economic and social change in their communities are strengthened, an intersectional approach is adopted and inter-movement alliances are created. MADRE and partners harness opportunities to be leaders in global movements where we can make a difference and women are recognised as a critical force offering social movements a new vision for the economic, political, and ecological future of the planet. Human rights abuses are prevented, survivors are protected, and social movement gains are institutionalised.

MADRE's **overall objectives** of the Core Activities are to:

1. **Goal I: End Gender Violence** by advancing the leadership of women, girls and LGBTIQ people to confront abuses, create protections and end gender violence.
2. **Goal II: Build a Just Peace** by strengthening women's abilities to prevent, survive and recover from war, to end impunity, and to create lasting peace; and
3. **Goal III: Advance Climate Justice** by supporting women's efforts to adapt to and mitigate climate change and to advocate for just economic and environmental policies.

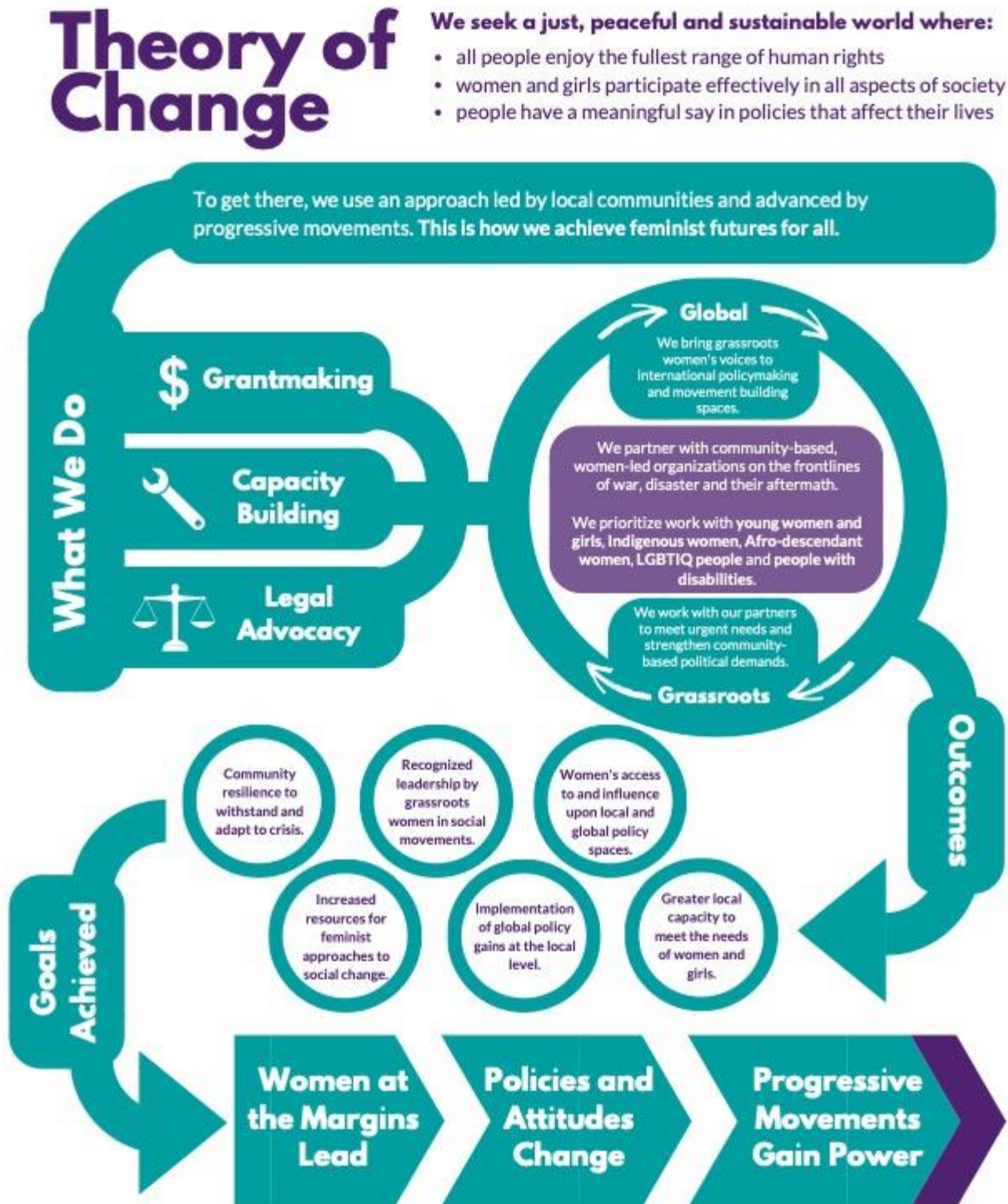
Each goal has three objectives as summarised below and the goals and objectives corresponding to the Core Activities as outlined in MADRE's proposal to Sida are as follows:

**Table 1: MADRE's Goals and Objectives**

Strategic Goals	Objectives
<b>Goal I:</b> Ending Sexual and Gender-Based Violence (SGBV) in Conflict and Disaster.	<p><b>Objective One:</b> Build the Capacity of Grassroots Women's Organisations to Meet the Immediate Needs of SGBV Survivors and Help Them Become Leaders and Long-term Agents of Change.</p> <p><b>Objective Two:</b> Increase Prioritisation by National, Regional, and International Policymakers to Address Sexual and Gender-based Violence.</p> <p><b>Objective Three:</b> Law and Policy Change and its Implementation.</p>
<b>Goal II:</b> Building a Just Peace	<p><b>Objective One:</b> Capacity Building.</p> <p><b>Objective Two:</b> Movement Building and Strategies for Change between Women's Rights Activists.</p> <p><b>Objective Three:</b> Strengthening Women's Participation in Peace Processes and Securing Redress for Conflict-Related Gender-based Crimes.</p>
<b>Goal III:</b> Advancing Climate Justice	<p><b>Objective One:</b> Capacity Building.</p> <p><b>Objective Two:</b> Movement Building.</p> <p><b>Objective Three:</b> Advancing Law and Policy Change and Implementation.</p>

## MADRE's Theory of Change

Below is an illustration of MADRE's ToC from the Strategic Plan.



The intervention logic or Theory of Change (as seen in the figure above) of the intervention is clear with a logical chain between grantmaking, capacity building and legal advocacy that through partnering with women's organisations arrive at outcomes that in turn through strengthened women's organisations and participation reach the defined goals mentioned above. A dynamic part in the middle is the circular loop that



mobilises women’s voices and supporting partners to ensure global and national wins are equitably implemented at the local level to improve conditions on the ground. It is also one of the core ToR questions in relation to “advocacy work in global and multilateral systems”.<sup>58</sup>

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<sup>58</sup> ToR, page 9

# Annex 4 – Data Collection Tools

## INTERVIEW GUIDE MADRE HQ Management and Staff

Note in the box the details is this person finance, membership, granting, legal advocacy, etc. so that we can group answers.

Details and position of the interviewee (role and responsibilities plus background)

Interviewer

Date

Additional Information

**Introduction.** Who are they; who are we?

The objective of this evaluation is to evaluate **MADRE's Action Plan for Enhancing Gender Rights in Crisis 2018-2021**

**FOCUS on Relevance, Coherence, Effectiveness, Impact**

**Relevance: Is MADRE doing the right thing?**

1. From your perspective is MADRE's model of working in long term partnerships and providing flexible funding to partners working?
2. To what extent has MADRE and its Iraqi and Colombian partners' advocacy work in the global and multilateral systems produced **normative (foreign)** policy that responds to their needs
3. To what extent have lessons learned from what works well and less been integrated in MADRE's work:
  - a. The model of long-term partnerships and flexible funding to partners in general and in Iraq and Colombia specifically
  - b. MADRE's global and multilateral advocacy (with Iraqi and Colombia partners) been used to improve and adjust intervention implementation?

**Effectiveness: To what extent has the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups?**

1. To what extent has the implementation of the Strategic Plan achieved its strategic outcomes (focus on Colombia and Iraq). Any comments on the effectiveness of the SP ?
2. How well has the dual ground-up and top-down approach been reflected: is it working? Why not?
3. How well has the monitoring, evaluation and learning systems served to capture results and progress, especially related to small and larger scale grants, and how has the learning processes led to adjustments?
4. What is the added value of the Sida core grant to MADRE?

**Coherence:** How well does it fit with other initiatives?

1. How **compatible** has MADRE's model of working been in long term partnerships and providing flexible funding with other interventions **in general and** in Iraq and Colombia?
2. How compatible has MADRE's and its partners' global and multilateral advocacy work been **in general and** with other organisations' interventions in Iraq and Colombia?

**Impact: What difference does the intervention make?**

1. To what extent has working in long term partnerships and providing flexible funding to MADRE's Iraqi and Colombian partners, including advocacy work in global and multilateral systems, generated significant positive or negative, intended or unintended, high-level effects?
2. Has MADRE's dual ground-up and top-down approach in Iraq and Colombia generated significant positive or negative, intended or unintended, international, national and local level support for, and policy and norm change?
3. At global normative level, what transformative changes has MADRE been engaged in and what is MADRE's added value in relation to the international advocacy work in all three thematic areas (gender-based violence, just peace and climate justice) and how well has the dual ground-up and top-down approach been reflected?

**Overall question:**

1. How can MADRE consolidate the growth and expand further?
2. How well is the partnership MADRE model working?

**Closing questions**

1. What are the specific challenges ahead for MADRE to sustain growth: what can continue and what new actions are critical for the next strategic phase?
2. What can be improved on MADRE's model to ensure a sustainability strategy for feminist social change?
3. How can the MEL system be strengthened to generate more robust results and learning?

**Closure:**

Did we miss anything?

What are the three things that MADRE needs to improve/ work on. Prioritise

- 1.
- 2.
- 3.

**Interview Guide – PARTNERS (IRAQ)**

Name	Position	Organisation

**Background**

1. For how long have you been a partner with MADRE? Has the partnership enhanced/grown over the course of time (2018-2021)?
2. Which program areas are you working together on (Building a just peace, Ending Gender Violence, Advancing Climate Justice, No Borders on Gender Justice)?
3. Do you get support from MADRE on grantmaking, organisational strengthening (what) and legal advocacy)?
  - a. What type and number of grants have you received from MADRE (Seed grant, Travel and Networking Grant, Opportunity Grant, Project Grant, Emergency and Disaster Grant, Partnership Grant)?
  - b. What type of organisational strengthening support did you receive?

**Relevance - Is MADRE doing the right thing?**

4. From your perspective, overall, how is MADRE's partnership approach and model of working in long term partnerships and providing flexible funding working well and meeting your needs?
5. What has the financial resources and the organisational strengthening support meant for your organisation and work? What have you been able to do because of the support?
6. What has been the relevance of working with MADRE on legal advocacy specifically?
7. How has MADRE adapted its programming and support to your needs (specific examples) and to the contextual changes such as ISIS conflict, political unrest, COVID-19?

**Effectiveness - To what extent has the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups?**

8. Are you aware of how your work contributes to MADRE's global objectives or the Strategic priorities?
9. How have you experienced the monitoring and evaluation, as well as learning in the partnership with MADRE? What is working well or less well in terms of

showing progress and results as well as learning? Were any trainings conducted on M&E? What could be done to strengthen the M&E?

10. How has MADRE supported learning activities and sharing best practices with other partners and actors nationally, regionally or globally?

### **Coherence - How well does it fit with other initiatives?**

11. Do you have examples of how the support of MADRE complements other initiatives or interventions in Iraq? This could be in the form of collaboration or coordination (e.g., around advocacy or campaigns) or because their support is different than that of others?

### **Impact - What difference does the intervention make?**

12. In what ways do you feel that the MADRE support has enabled you to:
  - a. Meet urgent needs of women, girls or LGBTIQ in your communities and be more resilient to withstand shocks, adapt and respond effectively to unforeseen challenges.
  - b. Be more active, influential, and engaged in social movements as a result of the support from MADRE.
  - c. Have access to policy spaces from the local to global levels (making your voices heard).
  - d. Take the global gains to a national and local level?
13. Has MADRE's advocacy work (together with partners) in Iraq generated significant positive or negative, intended or unintended, international, national and local level support for, and policy and norm change?
14. Do you see any other impact in terms of transformed harmful social norms, attitudes or cultural practices or an increased recognition of women's solutions to end gender violence?
15. Did the support from MADRE contribute to women's visibility and meaningful inclusion in peace movements and processes?
16. Other results or impact you would like to mention?

### **Forward-looking and Recommendations**

17. What recommendations do you have for MADRE in terms of improving the partnership (hereunder grantmaking, organisational strengthening and legal advocacy)?

# Annex 5 – Documentation

## **Organisational**

1. MADRE Strategic Plan 2018-2022
2. MADRE application to Sida
3. Signed Agreement between Sida and MADRE
4. MADRE Constitution and By-Laws
5. MADRE Organisational structure 2021
6. MADRE reports to Sida 2018/19 and 2019/20
7. Programme reports or advocacy submissions on Iraq and Colombia, and other advocacy initiatives (forthcoming and see links below)
8. MADRE will also provide documents regarding its MEL system (forthcoming and see below)
9. MADRE's Grantmaking Manual Draft

## **Advocacy Strategy**

1. Advocacy manuals created for partners
2. Advocacy Case Studies of MADRE's Methodology for Change (from Sida proposal)
3. Crimes Against Humanity Campaign
  - a. Call to Action
    - i. Sign on Now to Support Gender Rights in the Crimes Against Humanity Treaty
  - b. Press Release
  - c. Legal Submission to International Law Commission
  - d. Timeline of Intervention + links to other info/outcomes report
  - e. toolkit
4. Gender Persecution Campaign
  - a. toolkit - forthcoming but can include concept note
  - b. Website update
  - c. Dusting Off the Law Books: Recognizing Gender Persecution in Conflicts and Atrocities
5. Campaign Against Domestic Violence
  - a. Toolkit
  - b. Op-ed: As the Virus Unleashes Violence, Women in War-torn Countries Organize
  - c. Briefing Paper
  - d. Online workshop
  - e. SOFEPADI partner testimony before UNSC
  - f. Virtual trainings using toolkit.



6. International Advocacy in the Americas (as an example of other advocacy MADRE does and a newer-focused location in recent years)
  - a. MADRE Submits Amicus Brief to Colombia Constitutional Court on Groundbreaking Abortion Rights Case
  - b. Amicus Brief
  - c. Inter-American Court of Human Rights Holds Hearing on El Salvador Abortion Case
  - d. Amicus Brief
  - e. Eroded U.S. Asylum Protections for Gender Based Violence Survivors
7. Articles and Publications
  - a. This is how we won a historic victory for women's and LGBTIQ rights in international law
  - b. Will the new crimes against humanity treaty protect women and LGBTI persons?
  - c. Prosecuting ISIS crimes against women and LGBTIQ people would set a crucial precedent
  - d. Columbia Human Rights Law Review: Third Party at the Table: Afro-Colombian Women's Struggle for Peace and Inclusion
  - e. Columbia Human Rights Law Review: Introduction: Afro-Colombian Voices in the Colombian Peace Process

### **MADRE MEL System**

1. Information stored in:
  - a. Log Alto Database
  - b. Salesforce Database
  - c. MADRE's Secure Shared Drive (M Drive)
2. Log Alto Manual
3. Partner reporting templates and Activity and Data collection matrixes
4. Logical frameworks from Log Alto for partnerships
5. M and E plans for Advocacy team partners/government grants
  - a. Colombia
    - i. GAC Logframes for PCN 2018-2019
    - ii. GAC LOGframe for PCN 2020
  - b. Iraq
    - i. US Dept of State MEL plan for proposal - 2020
    - ii. GAC PSOPS proposal 2021 l and e plan
6. Partner Surveys
  - a. UN Commission on the Status of Women partner delegation/participation
7. Evaluations
  - a. Formal Evaluations of MADRE's work
  - b. Evaluations embedded in funder reports
  - c. Narrative Funder Reporting as Evaluation
  - d. Annual L and E meeting with Sida
  - e. Strategic Plan progress monitoring and updates

- f. Strategic Plan progress assessment 2020 (internal)

### **General**

1. Washington Post Article: Negotiating peace the same old way doesn't work. Here's what does.

### **Iraq**

1. DRL Reports
  - a. GBV and At-Risk Grant
  - b. Protecting and Empowering Women and Girls
  - c. Cultivating Inclusive Communities
2. Oak Reports
3. SRT Reports
4. Human Rights Reports/briefings/timelines
  - a. The Wrong Kind of Woman: A Timeline of ISIS Killings Due to Gender Expression (May 2017)
5. Treaty and charter-based body reports
  - a. Human Rights Violations Against Women and Girls in Iraq 2020
    - i. Website Update: Report on Human Rights Violations against Women and Girls in Iraq
6. UNSC Reports/Briefings/Letters/Testimonies
  - a. Yanar UNSC Open Debate Testimony (October 2015)
  - b. Letter to the UN Security Council Expert Group on Women, Peace and Security (April 2016)
  - c. Speaking Out on Women, Peace and Security at the UN (LD June 2016)
  - d. Open Letter to the U.N. Security Council on the Government of Iraq's NGO Shelter Policy (October 2016)
  - e. Letter to the Deputy Head of UN Assistance Mission for Iraq (UNAMI) (August 2017)
  - f. Open Letter to the U.N. Security Council on Shelter Raids in Iraq (December 2017)
  - g. Open Letter to the UN Security Council on the Government of Iraq's Prosecutions of ISIS Fighters (June 2018)
7. ICC Petition
8. Experts meetings
  - a. Reimagining Justice: Ending Impunity for Gender-Based Crimes at the Margins - Experts Convening on the Draft Crimes Against Humanity Convention Outcomes and Observations (March 2018)
9. Articles/Media
  - a. Documentary, "I Am The Revolution" by Director Benedetta Argentieri
  - b. Yanar BBC's annual list of the 100 most inspiring and influential women leaders
  - c. The Secret Battle To Save LGBT People From ISIS — And Bring Their Persecutors To Justice- BuzzFeed

- d. Broadcast on BBC's Outlook of the story of Majid and Ahlam and their network has become a lifeline for vulnerable women and LGBTQ Iraqis
- e. Yanar Mohammed interviewed on Democracy Now episode titled, "As Death Toll Tops 220, Iraqi Protesters Stay in Streets Calling for End to Corrupt Government."
- f. Yanar featured on BBC undercover in a documentary, news reporting and article on Iraq's secret sex trade
- g. Jannat featured on AlSharqiya News, an Iraqi and Regional news outlet to discuss the role of women in Iraq's October uprisings
- h. BBC:Inside Iraq's secret shelters for domestic violence survivors
- 10. MADRE website updates
  - a. Iraq Passes Milestone Yazidi Female Survivors Law
  - b. A Scan of Documentation of Threats and Violence Against At-Risk and Marginalised Groups in Iraq
- 11. Awards
  - a. Yanar Rafto Prize
- 12. Women and Gender in Iraq - Between Nation-Building and Fragmentation, Zahra Ali, Rutgers University–Newark, Cambridge University Press.

## Colombia

- 1. GAC Reports
- 2. Taller de Vida
  - a. (TdV) Progress Reports
  - b. Programmatic Work
    - i. Artemisa Project
      - 1. Work trip to Colombia 2019 - PP presentation
      - 2. Work trip to Colombia 2019 - Report & notes
      - 3. Taller de Vida impact story
      - 4. Taller de Vida Priorities for 2020
      - 5. Strategic Plan
  - c. Webpage for the Truth Commission work
  - d. Human Rights Reports/briefings/timelines
    - i. No Choice But to Resists
- 3. Human Rights Reports/briefings/timelines
  - a. No Choice But to Resist
- 4. Treaty and charter-based body reports/briefings/testimonies
  - a. International Declaration on the Rights of Afro-descendant Peoples: An Afro-Colombian Perspective (August 2018)
  - b. CERD 2019 REPORT
    - i. Violations of Afro-Colombian Women's Human Rights
- 5. Treaty and charter-based body concluding observations
- 6. UNSC Reports/Briefings/Letters/Testimonies
  - a. Charo UNSC Open Debate Testimony (October 2017)
  - b. Charo testimony before UN on the topic of racial justice

- c. Afro-Colombian Activists Take to Geneva to Testify Before Committee on the Elimination of Racial Discrimination (CERD)
- 7. Awards for PCN
  - a. Charo Tomorrow's Peacebuilder Award 2018: Winner of the Women-led peacebuilding award by Peace Direct
  - b. Goldman Environmental Prize 2018 by Goldman Environmental Foundation
  - c. Clemencia Carcolombiansabali National Award for the Defense of Human Rights award in the category “Defender of the Year” by The Diakonia organisation and the Swedish Church
- 8. TdV videos
  - a. Taller de Vida: Digital Storytelling - this story was shared at the UN during an event on the rights of children.  
<https://www.youtube.com/watch?v=IMNcwROG8fg>
  - b. <https://drive.google.com/file/d/1dNWnjzIT0rdXA-tGDlrVlejCvEoMGm-9/view?usp=sharing>
  - c. [https://drive.google.com/file/d/1DXtbLHash\\_WzfsbyNzWeD6QpuRf4wUq2/view?usp=sharing](https://drive.google.com/file/d/1DXtbLHash_WzfsbyNzWeD6QpuRf4wUq2/view?usp=sharing)
- 9. News Articles & awards to TdV
  - a. Forbes Article on TdV
  - b. The Guardian- Women are on the frontline of making peace in Colombia last by Yifat
- 10. PCN & TdV sharing strategies
  - a. Webinar - Jóvenes: retos y oportunidades para el cuidado de la vida en el Pacífico colombiano
- 11. MADRE website
  - a. Bringing Afro-Colombian Women’s Voices to the International Stage
  - b. Colombians Demand Change
  - c. MADRE Calls for Action to Address Violence Against Protesters in Colombia

## Annex 6 – List of Interviewees

Name	Position	Organisations
Ahmad Hanoon	Iraq and Information Solutions Coordinator	MADRE
Cassandra Atlas	Consultant and formerly long-term employee/staff member	MADRE
Danny Bradley	Global Campaigns Manager	MADRE
Igdalia Rojas	Program Coordinator, Partnerships	MADRE
JM Kirby	Advocacy Director	MADRE
Lisa Davis	Senior Legal Advisor	MADRE
Lucie Canal	Director of International Justice; (previously the Associate Advocacy Director)	MADRE
Maria Rein	Acting Senior Manager of Institutional Giving	MADRE
Maya Crawford	Deputy Director	MADRE
Natalia Caruso	Director of Grantmaking and Partnerships	MADRE
Otilia Inés Lux de Cotí	Consultant	MADRE / Commissioner of Former Truth Commission of Guatemala
Yifat Susskind	Executive Director	MADRE
Blaine Bookey	Board member	MADRE
Christopher Price	Board member	MADRE
Ramatu Bungura	Board member	MADRE
Anette Widholm Bolme	Programme Specialist	Sida
Mina Jhowry	Programme Specialist	Sida
Ahlam Taha	Manager for Samarra Chapter	Organisation of Women's Freedom in Iraq (OWFI)
Individual	Former shelter resident (former shelter manager)	Organisation of Women's Freedom in Iraq (OWFI)
Individual	Former shelter resident and now OWFI staff	Organisation of Women's Freedom in Iraq (OWFI)
Majid Hamid	General Coordinator for OWFI Samarra	Organisation of Women's Freedom in Iraq (OWFI)
Sura Laith	Administrative Assistant for OWFI Baghdad	Organisation of Women's Freedom in Iraq (OWFI)

Yanar Mohammed	Founder and Director	Organisation of Women's Freedom in Iraq (OWFI)
Yannia Sofía Garzón Valencia	Staff member	Procesos Comunidades Negras (PCN)
Denis Andrade	Board Member	Taller de Vida
Diego Tupaz	Former Staff and Consultant in Indigenous and Afro-descendant communities	Taller de Vida
Pedro Gacharnal	Board Member and Former Staff	Taller de Vida
Stella Duque	Founder and Director	Taller de Vida
Arez Mohammed	Deputy Director	Asuda Organisation
Mahdi Abdullah	Project Manager	Handicap Union of Kurdistan
Camille Massey	Founding Executive Director of the Sorensen Centre for International Peace and Justice	The City University of New York (CUNY School of Law)
Julie Goldsheid	Professor	The City University of New York (CUNY School of Law)
Maria Sjödin	Acting Executive Director	OutRight Action International
Katharina Samara-Wickrama	Director of Issues Affecting Women Programme	OAK Foundation
Jacqueline Fox	Programme Specialist Peace and Stabilisation Unit	Government of Canada
Mildred Garcia Rodriguez	Fund Manager	UN Trustfund to end violence against women
Patricia Sellers	Independent International Lawyer	Independent
Madeleine Rees	Executive Director	WILPF

# Annex 7 – Survey Results

## Survey for partners of MADRE

### Analysis and Observations

This report presents observations of the ‘survey for partners of MADRE’ conducted by Tana Copenhagen (a Danish-based consultancy firm), which had been contracted to undertake an evaluation of the Swedish International Development Cooperation (Sida) core support to MADRE. The purpose of the survey was to collect feedback from MADRE’s partners in Colombia and Iraq on MADRE’s long-term support to partners with a focus on grantmaking, organisational development and legal advocacy and, establish how these aspects in turn influences political processes in countries under study and how that impacts women at the grassroots level.

The information from these findings will be used to formulate evidence-based findings and recommendations for MADRE’s future work. The survey was carried out in the period between 9 November and 17 November 2021; was multilingual, deployed in Arabic, Spanish and English using survey monkey. Responses were translated back to English, then extracted, and analysed in excel worksheets. Several of the questions used a forced ranking choice (marking 1-5 with 5 being the highest degree), while other questions were open ended to allow for more in-depth responses.

## PART I – BASIC INFORMATION

Demographics from this survey covers the country and organisation of the respondent. The survey received 15 responses, 7 from Iraq, 7 from Colombia with one abstention. The respondents were drawn from 7 different organisations as illustrated in table 2 below

**Table 2: Responses by Country**

Country	Number of Responses
Colombia	7
Iraq	7
Skipped	1
<b>Total</b>	<b>15</b>



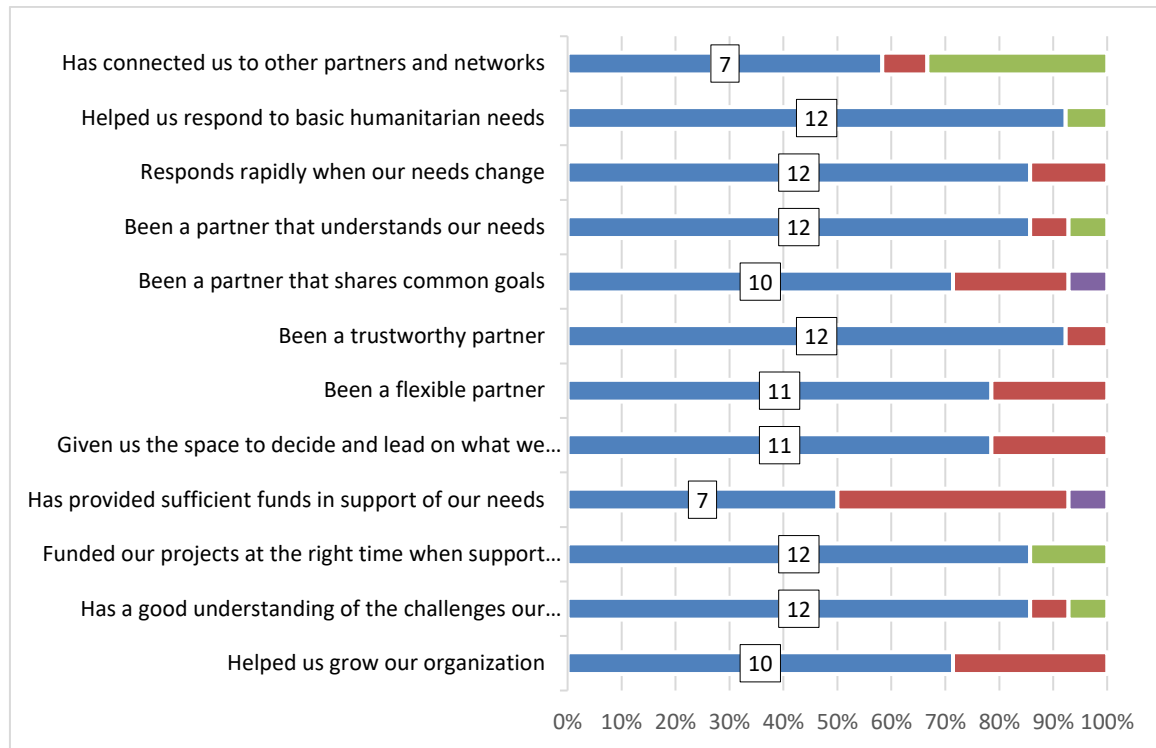
**Table 3: Responses by Organisations**

Organisation	Number of Responses
Taller de Vida	3
Women's Freedom in Iraq	4
Asuda Organisation for Combating Violence against Women	1
Handicapped Union of Kurdistan (HUK)	2
Proceso de Comunidades Negras (PCN)	2
Fundación Valle de Bendiciones	1
IraQueer	1

## QUESTION 2 – GRANT MAKING

MADRE has supported your organisation for a considerable number of years. Could you tell us how the grants have helped you since 2018 move forward and become a stronger organisation where you can lead and achieve your goals?

- This was a forced ranked question rating 5 as very high and positive, 1 is low and negative
- Respondents are confident with the work that MADRE has been undertaking in terms of assisting their organisations become stronger by allocating grants into their activities.
- Between 7 and 12 respondents highly attribute their growth and capacity to MADRE's involvement. All 15 respondents also agree that MADRE has sufficiently funded their projects at the right time: such, attributing their growth to the organisation; they also opine that the success of MADRE's core support is linked to the level of independence that they accord to their partners, including being flexible, trustworthy, having common shared goals and understanding the partner organisation's needs.
- Other Successes mentioned by respondents include that MADRE has enabled them "learn advocacy skills and the art of influencing the international scene". Also, mentioned is how MADRE through their grants has "contributed to the development of technical skills and capacity".
- Note: there is some reservations who feel that MADRE can improve in supporting them develop external networks and improve their levels of trust.

**Figure 2: Responses on MADRE's Grants support**

## QUESTION 4 – ORGANISATIONAL DEVELOPMENT

Could you tell us how organisational development has helped you since 2018 move forward and become a stronger organisation? Please rate: 5 is to a high extent, 1 is to a low extent

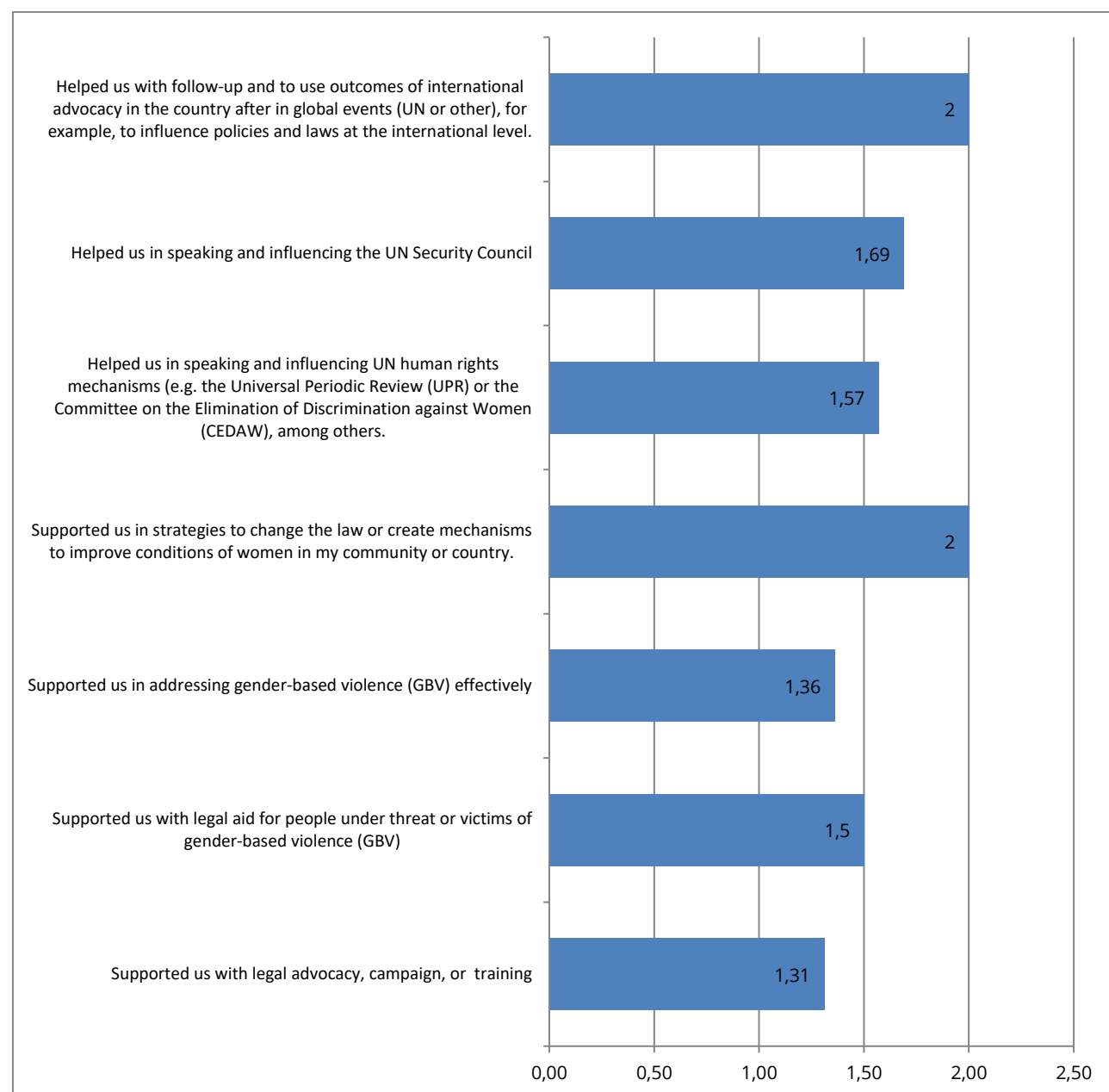
- MADRE's organisational development support especially in human rights, feminist approaches and the promotion of women leadership is evident since majority (up to 11 respondents) affirm the supported accorded from MADRE.
- Also, the respondents appreciate the level of technical support provided by MADRE including in project design, monitoring and evaluation.
- A significant number of respondents feel that MADRE can improve in their engagements especially on strengthening her partners in security and risk analysis.

**Figure 3: Responses on MADRE's organisational support**

## QUESTION 5 – LEGAL ADVOCACY

Could you tell us how legal advocacy has helped you since 2018 move forward and become a stronger organisation? Please rate: 5 is to a high extent, 1 is to a low extent

- 14 respondents except for 1 are satisfied with legal advocacy support provided with MADRE
- Respondents also want MADRE to improve supporting partners have greater influence and relationship with the UN-Security council.

**Figure 4: Responses on Legal Advocacy support**

## PART 5 - CLOSURE OVERALL

Below are verbatim sentiments from respondents on MADRE's core support in regard to impact and future engagements

**As a result of MADRE's support where have you had the most impact since 2018?**

Respondents	Ans 1	Ans 2	Ans 3
1	It has been very important for Indigenous communities to train in audiovisuals as a resource or to be themselves the ones who report on the reality of their councils and their ancestrality in a professional way, with technical resources.	Strengthen girls through the different training and accompaniment scenarios.	The important voice that from these processes contributed to the truth commission.
2	Shelter and documentation		
3	In our frtalezas as an organisation that has managed to make those who are víctmas for socio-political violence access the SIVJNRN, and can advance in their repración and right to the truth	Strengthen methodologies of psychosocial intervention that contribute to those who have been victims in their inclusion in civil society, healing and exercise of rights in a framework of truth and justice	Advance in the participation and involvement of Indigenous and Afro-descendant communities that have experienced socio-political violence and are strengthened to contribute to the processes of construction of peaceful collusion and the recognition of their cultures and dignity as peoples, especially women and girls, who are the centre of the actions of the processes, in addition to those who lead and assume the voice and expressions of incidence at the public level

4	Impact on the international community and ability to lobby them.	Training to our staff	Create a network of Iraqi organisations that can have a common ground.
5	Sister organisation in working with Indigenous and Afro communities, understanding the processes of inclusion and diversity	Timely and effective support in the needs that the organisation has had in psychosocial support related to violence in the population object of our work	Advice and constant dialogues that allow the evaluation of the concerted projects for the good development of these, strengthening the evaluation processes
6	In advocacy campaigns	Support for women victims of ISIS terrorist	Building a network to help and strengthen the organisation socially
7	Supporting advocacy on Gender Violence Laws in Iraq	Empowering youth women activists	Capacity building of our organisation
8	MADRE help us to support women to be a leader	MADRE guide us how we work humanitarian work during COVID-19	MADRE support us to be strong during having any issues
9	Impact on community education.	Contribute significantly to how all international laws are understood.	Entanglement with civil and international society organisations.
10	Strengthening Leadership and Understanding the Role of Black Women	International advocacy mechanisms CERD CEDAW conventions and Security Council	Vigia Afro Observatory
11	Women's empowerment	Advocacy	Formation
12	Women's organisational strengthening	Documentation in incidence on SGBV	Financing

**Please name anything that comes to mind and where MADRE has played a significant role and contribution.**

Respondents	Ans 1	Ans 2	Ans 3
1	The face-to-face meetings are important to know, live and share the progress of the projects and to be in encounter with the beneficiary communities.	It is important to continue articulating emblematic dates such as February 12 (red hands) and girls' day.	
2	We hope the work expands more		
3	To be able to continue receiving training tools such as those that have given us	Continue to generate joint campaigns at the international level such as the red hands of February 12	To be able to meet again after the situations generated by the COVID-19 pandemic
4	Increase financial resources allocated to LGBT+ work.		
5	More continuous visits to Colombia for the exchange of experiences	Establish communication with other countries, for exchanges of materials of advocacy materials. E.g. Sexual violence among others.	Establish an annual meeting or as resources allow with compañeros/as of the countries where MADRE accompanies and can dialogue on common problems and the different forms of intervention of these, for a greater learning and approach of these
6	More support for community cadres Difficult	Training for advocacy campaigns	
7	We need the support from MADRE, on legal advocacy.	Having long-term partnership support us in having a more effective tools for	Further capacity building training to our team



		working on various issues.	
8	MADRE may can help future partnership by having more projects and grants	MADRE can have more than one grants in one time it cause helping more people here	
9	Intensified training for FAO activists on women's and community topics the meme.	Share experiences on all projects implemented by the partner.	Training project managers In the organisation.
10	Invite us to know your strategic direction	Linking staff who are not capable of differences in working with Black women	Converse further for the coordination and design of activities and how and to make them loo
11	Capacity building in litigation from an ethnic approach	Training in racism and racial discrimination	Funding to Strengthen the Political Empowerment of Black Women
12	Greater monitoring of advocacy processes	Access to relevant more flexible resources	

## Annex 8 – MADRE's Funding to Iraq and Colombia 2020/2021

Overview of the grants provided to the Iraqi partners during 2020-2021<sup>59</sup>. Table 4 presents relevant information to the partners covered in the evaluation (either through interviews or survey) and summarises/groups the others.

**Table 4: Iraqi grants**

Iraqi partner	Total support in USD	No. of grants	Type of grants	Support provided to:
OWFI	\$828,450	6	Partnership grants and one emergency grant	<ul style="list-style-type: none"> <li>• Protection, assistance, and empowerment of SGBV survivors through safe houses, psychosocial and reintegration support, and legal aid services.</li> <li>• Helping enhance the safety and access to support services for survivors and those at risk of SGBV.</li> <li>• Strengthening physical and policy protections and access to social benefits and services for women, girls, LGBTIQ persons, and persons with disabilities.</li> <li>• Raised awareness of and support for the rights of Iraqi women and girls, LGBTIQ persons, and persons with disabilities to reduce stigma, and promoted social inclusion and positive societal attitudes and norms.</li> </ul>
ASUDA	\$15,000	1	Project	<ul style="list-style-type: none"> <li>• Strengthening physical and policy protections and access to social benefits and services for women and girls, LGBTIQ persons, and persons with disabilities.</li> </ul>

<sup>59</sup> Some of the grants were provided to anonymous partners and the evaluation team can therefore not know whether they are grants given to some of the partners covered in this evaluation.

				<ul style="list-style-type: none"> <li>• Raised awareness of and support for the rights of Iraqi women and girls, LGBTIQ persons, and persons with disabilities to reduce stigma, and promoted social inclusion and positive societal attitudes and norms.</li> </ul>
Handicap Union of Kurdistan (HUK)	\$12,000	1	Project	<ul style="list-style-type: none"> <li>• Strengthening physical and policy protections and access to social benefits and services for women and girls, LGBTIQ persons, and persons with disabilities.</li> <li>• Raised awareness of and support for the rights of Iraqi women and girls, LGBTIQ persons, and persons with disabilities to reduce stigma, and promoted social inclusion and positive societal attitudes and norms.</li> </ul>
IraQueer	\$30,000	2	Project	<ul style="list-style-type: none"> <li>• Strengthening physical and policy protections and access to social benefits and services for women and girls, LGBTIQ persons, and persons with disabilities.</li> <li>• Raised awareness of and support for the rights of Iraqi women and girls, LGBTIQ persons, and persons with disabilities to reduce stigma, and promoted social inclusion and positive societal attitudes and norms.</li> <li>• Monitoring, tracking, and documenting attacks on civil society organisations, women's rights activists, LGBTIQ persons and journalists in Iraq.</li> </ul>
Other organisations (12 org. & individuals)	\$105,382	12	Advocacy, Emergency, Project	<ul style="list-style-type: none"> <li>• Human rights advocacy and workshops</li> <li>• Awareness raising activities on SGBV.</li> <li>• Emergency aid to refugees</li> </ul>

				<ul style="list-style-type: none"> <li>• Mobilisation of civil society and community-based organisations.</li> <li>• Psychosocial services and legal advice for SGBV survivors.</li> <li>• Establishment of SGBV protection centre for marginalised groups.</li> <li>• Self-care calls, counselling, and support group for young women from internally displaced, refugee, and host communities.</li> </ul>
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Below in Table 5 is an overview of the grants provided to the Colombian partners during 2020-2021.<sup>60</sup> The table presents relevant information to the partners covered in the evaluation (either through interviews or survey) and summarises/groups the others.

**Table 5: Colombia grants**

Colombia Partner	Total support in USD	No. of grants	Type of grants	Support provided to:
Proceso de Comunidades Negras (PCN)	\$203,799	1	Partnership	<ul style="list-style-type: none"> <li>• Worked with Afro-descendant women and communities to overcome barriers to justice and to participate in peacebuilding and enhancing efforts to prevent and address GBV.</li> </ul>
Taller de Vida (TdV)	\$257,000	5	Partnership & Emergency	<ul style="list-style-type: none"> <li>• Working with storytelling (during COVID-19) with Indigenous and Afro-Colombian girls, boys, adolescents and young people.</li> <li>• Guaranteeing psychosocial support, legal support, emergency care etc. to a violence survivor.</li> <li>• Help mitigate the impacts of the COVID-19 pandemic.</li> <li>• Providing art-therapy, psychosocial approach and digital narratives to support the Truth Commission in</li> </ul>

<sup>60</sup> Some of the grants were provided to anonymous partners and the evaluation team can therefore not know whether they are grants given to some of the partners covered in this evaluation.

				<p>documenting cases of human rights violations of children and youth during the armed conflict</p> <ul style="list-style-type: none"> <li>• Advocating for inclusion in peacebuilding processes in order to bring about truth, reconciliation and restorative justice.</li> </ul>
Other organisations (6 org. / individuals)	\$89,093	6	Project & Emergency	<ul style="list-style-type: none"> <li>• Food sourcing and emergency radio broadcasting and disseminating COVID-19 prevention measures.</li> <li>• Online sexual violence awareness, healing workshops and art-therapy activities with girls and boys from rural communities affected by the armed conflict.</li> <li>• Workshops on sexual and reproductive rights, 2 on economic rights and 1 workshop on building traditional Wayuu designed bags that preserve their cultural identity as Indigenous girls.</li> <li>• Recording music and stories and teaching a new generation of internally displaced youth about their Indigenous histories and traditions.</li> <li>• Young activist organised an online sexual violence awareness meeting, and psychosocial and coexistence workshops using music, theatre, and art for 30 youth from rural communities affected by the armed conflict.</li> <li>• Distribution of food baskets and cleaning supplies to 235 at-risk Indigenous families in La Guajira</li> </ul>

## Annex 9 – Overview of MADRE's Grant

Type of Grant	Amount (in USD)	Time frame	Description
<b>Seed grant</b>	\$5,000-\$10,000	3-6 months	First grant to initiate a partnership to get to know the organisation and capacity. MADRE's seed grants often assist the organisations to either begin new projects or leverage MADRE resources to bring existing projects into a new phase.
<b>Travel, Networking, and Solidarity Grants</b>	\$2,000-\$15,000	3-4 months	Grants to support individuals associated with our partners to attend conferences, networking or exchange opportunities, or made in solidarity with local organisations during exchanges or other activities.
<b>Opportunity Grant</b>	\$10,000-\$20,000	3-6 months	A smart risk grant that invests relatively small amounts of funds in effective, visionary organisations, and movements to help capitalise on a moment or opportunity to put power back in the hands of marginalised people and communities.
<b>Emergency and Disaster Grant</b>	\$3,000-\$50,000	3-6 months	Grant varies depending on the emergency and impact of the crisis. These grants allow MADRE to respond immediately during emergency situations channeling the necessary resources to respond to disasters and threats against women human rights defenders and explore partnerships.
<b>Project-Specific Grant</b>	\$10,000-\$25,000	6-12 months	Grant to community-based organisations for a time-limited period that may provide additional capacity-building support and organisational strengthening to the organisation.
<b>Partnership Grant</b>	\$25,000-\$100,000	12 months, generally renewed after 1 year	Grant made exclusively to Partners with whom MADRE has a prior working relationship. These grants allow MADRE to invest in organisations' long-term institutional goals, and the strengthening of their own organisations.

## Annex 10 – Mentimeter Survey

### How can the MADRE Model (applying the three strategies) be strengthened going into the next strategy phase?



Looking for opportunities to apply our growing grantmaking in support of / in collaboration with the other strategies (eg. expanding the range of policy/advocacy partners who are recipients of MADRE grants)

Consistent communication between the three strategies is always key. Knowing what one hand is doing, etc., will help continue to strengthen the MADRE model going forward.

Clearly define criteria for ourselves about our capacity for doing all three pieces of our model per partnership, or just two or one piece.

increased staff capacity and grant making funds to support resourcing aims as well as organizational development and legal advocacy strategies.

Continue to utilize advocacy work to identify global trends and address them in high-impact fora- including the ICC, human rights mechanisms, etc. --to have broad impact.

We need to analyze the political, social and economic conditions that we and our partners will face in the next phase and ensure that our work is responsive to those. We need to further develop our rapid response & two-pronged emergency grantmaking.

Strengthening strategies that bring together different focus countries (going beyond country level or regional level)



# What is the unexplored potential in collaborating more with other actors (nationally and internationally) and what does MADRE want to do?



This is a capacity question-- we may need to do a mapping of where the gaps are and where MADRE can add most value.

collaboration needs to be prioritized through funding, which is often not the case from MADRE's own funders

Connected to the mov building q and the potential here is to have a more strategic approach to collaborations with key actors particularly to support complement our GM/Org Strengthening/Adv strategy in the country/region

Hard to answer...sharing our work in a broader way so others can learn and get involved...

We may benefit from new collaboration w/ entities outside of our own sector, for example to avoid limitations of working only in the women's movement, but will need more resources to do so as collaboration is time- and learning-intensive.





## Evaluation of MADRE's Action Plan for Enhancing Gender Rights in Crisis 2018-2021

This report presents an evaluation of MADRE and its Action Plan for Enhancing Gender Rights in Crisis 2018-2021, to which Sida provides core support. The purpose of the evaluation was to examine the relevance, coherence, impact and lessons learned from its implementation, as well as to assess its effectiveness in achieving results, in order to provide input to the decision making of MADRE's strategic planning as well as Sida's decision on continued support. The evaluation further focused on two countries that have a long-standing partnership with MADRE: Colombia and Iraq. The evaluation found that MADRE's work is relevant to both Sida's priorities, their partners, and MADRE's own goals of peacebuilding and achieving social change, and that it has contributed both directly and indirectly to increased support of women and LGBTI survivors of violence. The Strategic Plan could however be strengthened by making the interlinkages among their strategies stronger. Moreover, the evaluators recommend MADRE to further develop their partner strategy, as well as to strengthen their current M&E system and to provide training on said system to the countries where they work.

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