IN FOCUS: Evaluation and Human Rights Grantmaking
Contributed by Mona Khan, Senior Advisor for Strategic Initiatives, Fund for Global Human Rights
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IHRFG's recent Institute on Evaluation and Human Rights Grantmaking provided grantmakers with the opportunity to deepen their knowledge about evaluation tools and strategies within human rights grantmaking. More than thirty grantmakers came together to identify effective institutional evaluation processes, share insights and practical ideas, and discuss how to approach evaluation holistically. A list of suggested resources pertaining to evaluation and human rights grantmaking was also compiled, which you can find attached below.

The institute opened with a presentation of a conceptual framework that explored a non-linear "theory of change," outlined expected and hoped-for outcomes for social change grantmaking and addressed the role of human rights values in creating both a "theory of change" and evaluation process. Two concrete evaluation tools were also presented: (1) a tool designed by the Fund for Global Human Rights to assist in assessing the strength and effectiveness of a new or renewal grantee, and (2) a progress reporting tool designed by The Atlantic Philanthropies for grantees in the European Programme for Integration and Migration to facilitate learning and reflection, as well as track progress. Panelists also shared what they have learned and applied to their own grantmaking practice through their development of evaluation processes.

Participants continued in small groups to identify potential short and long-term outcomes to evaluate progress against sample model theories of change.

Afternoon peer learning groups focused on one of the following topics: (1) quantitative approaches to monitoring changes in organizational capacity over time; (2) the relationship between Foundation program goals, strategies and indicators and the proposal form for grantees and their goals, strategies and indicators; (3) approaches to evaluating movement-building. Sharing these conversations within the broader group addressed questions such as:

- What areas lend themselves to quantifiable measurement?
- Who is conducting the measurement and how can we ensure that quantitative measures are used effectively?
- What is the funder's role in supporting movement-building? How can we assess a movement's agenda and direction?
- How can funders obtain the information they need for internal learning without burdening grantees?
- How can grantmaking organizations institutionalize time for reflection?

Participants agreed that there is a need for space to continue discussing questions and challenges pertaining to evaluating human rights grantmaking. Ongoing learning may take place in a number of forms, including a resource list-serv, working group, webinar, or future institute. If you are interested in any of these opportunities or have suggestions for others, please reach out to Christen Dobson at cdobson@ihrfg.org.

For more information about evaluation and human rights grantmaking, contact Mona Khan at mkhan@fundforglobalhumanrights.org, or Bess Rothenberg at brothenberg@ajws.org.

Attached, please find lists of suggested resources pertaining to evaluation and human rights grantmaking.

EVALUATION AND HUMAN RIGHTS GRANTMAKING INSTITUTE
SELECTION OF USEFUL RESOURCES

PAPERS

10 Considerations for Advocacy Evaluation Planning: Lessons learnt from Kids Count Grantee Experiences, Organizational Research Services for the Annie E Casey Foundation, January 2009;
http://www.aecf.org/~/media/PublicationFiles/Ten%20Considerations%20for%20Advocacy%20Evaluation%20Planning_ORS%20020509.pdf

A Practical Guide to Advocacy Evaluation, Pathfinder Evaluation Edition,
prepared by Innovation Network, Inc, commissioned by The Atlantic Philanthropies
http://www.innonet.org/client_docs/File/advocacy/pathfinder_evaluator_web.pdf

Batliwala, S. and Pittman, A. *Capturing Change in Women's Realities: A Critical Overview of Current Monitoring & Evaluation Frameworks,* Association for Women's Rights in Development, June 2010
http://www.awid.org/eng/Issues-and-Analysis/Library/The-pitfalls-of-monitoring-and-evaluation-Do-current-frameworks-really-serve-us

Bickel, W, et al., *Challenges to the Role of Evaluation in Supporting Organizational Learning in Foundations,* University of Pittsburgh, 2002

The Evaluation Exchange, Edition on Advocacy and Policy Change XIII (1), 2007, Harvard Family Research Project,
http://www.hfrp.org/evaluation/the-evaluation-exchange/issue-archive/advocacy-and-policy-change

Guijt, I., *Assessing and Learning for Social Change: A Discussion Paper*, Institute of Development Studies, Sussex, 2007
http://www.ids.ac.uk/index.cfm?objectid=3DE55E83-5056-8171-7B415B53F36972F5

Klugman, B., 'Less is more: thoughts on evaluating social justice advocacy', New York, 2009;
http://barbaraklugmanevaluatingadvocacy.blogspot.com/

Kramer, M. *From Insight to Action: New Directions in Foundation Evaluation*, published by FSG Social Impact Advisors and funded by the William and Flora Hewlett Foundation, April 2007

Marcus, G. and Budlender, S., *A Strategic Evaluation of Public Interest Litigation in South Africa*, The Atlantic Philanthropies, Johannesburg, June 2008

Woodwell, W., *Evaluation in Philanthropy: Perspectives from the field*, Grantmakers for Effective Organizations / Council on Foundations, Washington DC, www.geofunders.org

Woodwell, W., *Learning for Results*, Grantmakers for Effective Organizations, www.geofunders.org

TOOLS

Fund for Global Human Rights, *Grantee Evaluation Index,* 2005

Global Fund for Children, *Organizational Capacity Index,* 2009

Organizational Research Services, *Getting Started: A self-administered guide to theory of change development and advocacy evaluation planning*, on behalf of the Annie E. Casey Foundation, Seattle, 2009 http://www.organizationalresearch.com

Reisman, J., Gienapp, A. and Stachowiak, S., *A Handbook of Data Collection Tools*, Organizational Research Services, 2007. Commissioned by Annie E Casey Foundation. http://www.organizationalresearch.com

WEBSITES

Center for Evaluation Innovation: http://www.evaluationinnovation.org

Innovation Network: Transforming Evaluation for Social Change: http://www.innonet.org/