

End-term Evaluation of Count Me In!

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List of acronyms

AAR	After-action Review
AWID	Association of Women in Development
BL	Baseline
CEDAW	Convention on the Elimination of Discrimination Against Women
CMI	Count Me In!
CSOs	Civil Society Organisations
CSW	Commission on the Status of Women
EJ	Economic Justice
ETE	End Term Evaluation
ETE TF	End Term Evaluation Internal Task Force
ERG	External Reference Group
EU	European Union
GBV	Gender Based Violence
IFF	Illicit Financial Flows
IOB	Policy and Operations Evaluation Department, Government of the Netherlands
JASS	Just Associates
KII	Key Informant Interviews
LGBT	Lesbian, Gay, Bisexual, Transgender
MoFA	Dutch Ministry of Foreign Affairs
M&E	Monitoring & Evaluation
MTR	Mid-Term Review
PMEL	Planning Monitoring Evaluation Learning
RfP	Request for Proposals
RUF	Red Umbrella Fund
SoC	Story of Change
SP	Strategic Partnership
SR	Sustainable Resourcing
ToC	Theory of Change
UAF	Urgent Action Fund
UAF A	Urgent Action Fund Africa
UAF LAC	Urgent Action Fund Latin America and the Caribbean
UN	United Nations
WROs	Women's Rights Organisations
WHRDs	Women Human Rights Defenders
VAWG	Violence Against Women and Girls

Thank you

The ETE took place in a challenging time for communities and individuals. The evaluation team wishes to express our thanks to the people who generously offered their time, expertise, insights and support in conducting this exercise. We are thankful to the partners and allies who participated in interviews and sensemaking; the CMI! Secretariat for support throughout the process and supporting the data collation; and CMI! members for their insights and willingness to contribute to the process and make it into a true collaboration.

Executive summary

This report details the findings of the End-Term Evaluation (ETE) of the Count Me In! consortium (CMI!), a global consortium of five feminist organisations led by Mama Cash, including the sex worker-led Red Umbrella Fund (RUF), together with the Association for Women's Rights in Development (AWID), CREA, Just Associates (JASS) and Urgent Action Fund – Africa (representing its sister funds in the US and Latin America). The Dutch gender platform WO=MEN is a strategic partner for lobbying and advocacy. CMI! is supporting the voices and activism of women, girls and trans people who are often most marginalised by their communities in a Strategic Partnership with the Dutch Ministry of Foreign Affairs (MoFA). CMI!'s common strategic goal with the Ministry was to contribute to a safe, inclusive and enabling environment for women's rights organisations, movements and women human rights defenders (WHRDs) in the countries and regions involved in the strategic partnership through a local, national, regional and international approach.

The evaluation assesses CMI!'s **key outcomes and impact** following IOB criteria of Relevance, Effectiveness, Impact and Sustainability. It assesses outcomes against the programme's Theory of Change (ToC) from the period of 2016-2019, identifying both expected and unexpected outcomes. The first set of outcomes relates to strengthening the capacity of local partners i.e. women human rights defenders (WHRDs) and women's rights organisations (WROs) ability to strengthen their internal capacities, expand their constituencies, articulate political agendas and form new or deeper alliances. The second set of outcomes relates to changes in social norms, laws and policies, and in control over resources and decision-making. The evaluation examined the effectiveness of CMI!'s four strategies to pursue these outcomes (capacity building, strategic resourcing, direct lobby and advocacy and knowledge building and communications) at the local, national, regional and international/global levels and across core thematic areas of CMI!'s work: Gender-Based Violence (GBV), Economic Justice (EJ) and Sustainable Resourcing (SR). To do so, the evaluators implemented a multi-methods approach, an analysis of the outcomes as well as contribution analysis. Data sources included a desk review, briefings with CMI! staff, key informant interviews with partners and external stakeholders and remote sensemaking sessions using virtual tools.

The evaluation looked at the programme implementation in the **context of global trends**, such as the increase of populist and authoritarian tendencies, a rise in the prominence of fundamentalisms and opposition to women's and Lesbian, Gay, Bisexual & Transgender (LGBT) rights, increased state control offline and online as well as corporate impunity resulting in challenges and threats to the work of Women's Rights Organizations (WROs) and Women Human Rights Defenders (WHRDs). Women's rights and feminist movements are globally under-resourced. The evaluation is thus cognisant of the fact that in some cases, progress may be elusive, and the best hoped for outcome can be maintaining the status quo, or holding the line on women's, girls' and trans people's rights.

Overall, the ETE found CMI!'s work to be **relevant** with regards to strengthening the capacities of women's rights defenders and organisations to lobby and advocate for their human rights in the areas of GBV and economic justice and also engaging in direct lobby and advocacy to support critical initiatives and processes in a variety of policy-making spaces. Consolidating the voices of feminist movements when pursuing global policy change is extremely important and necessary for effective social justice advocacy.¹ The evaluation has found that CMI! has contributed to the intermediate goals of strong and effective lobbying and advocacy by partners; and in promoting changes that are consistent with CMI!'s long-term goal of 'moving towards an environment in which women's rights to live free from violence and to access economic justice are realised and will bring greater and more sustained resourcing to women's rights work'. These contributions took place through changes in the outcome areas defined in the Theory of Change. Overall, the ETE found the CMI! consortium's work to be relevant for the work of partners, through providing different types of locally relevant support, two main types of funding sources (long-term, core and flexible; and rapid response)

¹Aleman, C, Sen, A (2019) SDG 5 Advancing women's rights and strengthening global governance: the synergies ; Spotlight on Sustainable Development 2019 Reshaping governance for sustainability Reforming institutions - shifting power - strengthening rights Global Civil Society Report on the 2030 Agenda and the SDGs, Spotlight Reports, 2019.

responding to different needs of the partners, and acting as a connector between local-regional-global levels. The CMI! Theory of Change is internally coherent and well-aligned with pursuing this goal. CMI! was also relevant and consistent in relation to the policy objectives of the Strategic Partnership Framework..

The ETE found CMI! to be **effective** in key aspects of its work. In relation to **capacity building**, CMI! employs a variety of channels, such as training on feminist leadership, wellbeing/self-care, health literacy, financial management, resource mobilisation, security, monitoring and evaluation, organisational development, strategic planning, conflict resolution and general knowledge building. With CMI!'s support, WRHDs and WROs have been able to expand their constituencies, articulate their political agendas and form new and/or deeper alliances at the local, national, regional and global levels both within and across movements and with other actors (donors, trade unions, etc.). CMI! partners have strengthened their security and well-being, which is critical for sustaining their activism in the challenging contexts in which they work.

CMI! has been effective at **engaging with policymakers to increase control over resources and decision-making**. The consortium leveraged partnerships with key media outlets to disseminate and amplify the outcomes of members' work. CMI!, alongside partners, has responded to changes in the context of GBV and EJ policies including responding to the closing of civic space. This has been done through innovative forms of activism and circumventing the rise of fundamentalisms at national level by appealing to international mechanisms. CMI! has **contributed to changes in laws and policies** across the three thematic CMI! areas (Gender Based Violence, Economic Justice and Sustainable Resources. Through its direct lobbying and advocacy, CMI! has also been able to provide a feminist lens for policy discussions on gender equality in international and regional decision-making spaces. Policy and legal wins included holding the line on past advances, for instance blocking laws and policies that threaten women's, girls' and trans people's economic justice and freedom from violence. With regards to sustainable resourcing, CMI! has played a key role in shaping the set-up and structure of new funding initiatives that support women's rights and has provided partners with a bigger network from which to seek funding.

Social norms are difficult to change and shifting them takes considerably longer than the duration of a four-year programme; the harmful social norms identified at the start of the programme thus largely remain in place. Nevertheless, the ETE observed some limited specific or community-level scale changes towards **social norm change**.

CMI! **impact** at the level of countries, regions or globally is much more challenging to track and capture. CMI! has contributed to some policy processes which will bear fruit in the longer term, while the UN and other international actors may also see positive outcomes of their work supporting WHRDs and WROs. At the same time, the root causes of inequalities (patriarchy, capitalism, colonial legacies) are unlikely to shift in the short to medium term. These aspects will be relevant for the future of this work.

CMI! produced several **unexpected outcomes which go beyond the Theory of Change**. Through sustained collaboration and conversation between WROs with different profiles, CMI! contributed to strengthening members' understanding of the realities, drivers and challenges of WHRDs and WROs. Working within CMI! has brought opportunities for members to engage with each other in ways that would not have happened in the absence of the consortium. CMI! has been successful in creating links with broader social justice movements through shared advocacy to address economic justice around many interconnecting issues: extractive industries, corporate policies and laws, labour rights and access to resources. CMI! has brought diverse feminist voices into contact with the Dutch Ministry of Foreign Affairs. Finally, CMI! has provided a feminist voice in dialogue with development NGOs and INGO, which often lack this perspective.

The ETE found that CMI! has not developed a comprehensive **sustainability** or exit strategy. CMI!'s flexible structures and approach to constituencies, helped by the adaptability of members' individual strategies, is an important resource for resilience and **sustainability**. Outcomes from the capacity building engagement have been linked to transformative shifts in the lobby and advocacy capacity of partners, enabling them to create a better environment for their activism. The tools and frameworks for convenings have planted seeds among

the WHRDs and WROs that enable movement building work to continue. Exit strategies were put into place by individual members for their work with partners. However, the sustainability of most outcomes will be dependent on continued funding and support to partners.

Based on the findings of the ETE has made a series of **recommendations**:

Relevance

1. The overall Theory of Change of CMI! has been found consistent and relevant. However, it is not sufficiently detailed to capture the contribution of the programme. We recommend reviewing and updating the way in which the Theory of Change is articulated.
 - a. The current Theory of Change does not differentiate between channels of contribution and the different outcomes (and sub-outcomes). It is therefore implicitly assumed that all interventions are relevant for all outcomes. Breaking down the pathways to change would help illustrate the specific contribution of CMI! as well as articulating assumptions.
 - b. CMI! Members and partners work and reflect on the concept of 'holding the line'. Including the 'holding the line' angle in the theory of change would align it further with the vision of the consortium.
 - c. Assumptions were not explicitly formulated in the programme document. Not defining and validating assumptions as part of the programme's design has meant that these were not part of the programme's internal reflections, risk analysis or learning. Elaborating and testing assumptions would have created value in the refining of CMI!'s Theory of Change and the ways through which each strategy contributes to the long-term goals of the programme. The ETE recommends articulating and testing assumptions for future programming.
2. It was not possible to assess the relevance of CMI! in the context of civil societies (and feminist movements in particular) in the intervention countries, as the consortium's context analysis does not include an analysis of the landscape of civil society and feminist movements. The ETE recommends that the planning of future work is based on an overview of the main actors, structures and trends in each intervention country. This would allow CMI! to assess whether the consortium is working with the right partners, understand scope for coordination among different CMI! partners or strategies, and follow the evolution of the national contexts.

Effectiveness

3. The ETE found that some types of capacity building intervention have shown larger clusters of outcomes than others. Security, wellbeing and feminist leadership were among the clusters with more outcomes; while few outcomes were found in relation to the articulation of strategic plans and monitoring and evaluation, and no outcomes were reported with relation to communications plans. This might indicate a need to **re-assess and prioritise** the types of capacity building that CMI! wishes to continue in the future. The ETE recommends looking at the range of intervention areas under each strategy and identifying high and low priority areas, reflecting on the practices, expertise and body of knowledge of the partners.
4. CMI!'s shared lobbying and advocacy outcomes took place at the national and international level. The consortium has not developed a regional advocacy strategy. This could be a next step in realising CMI!'s connector role between national-regional and international levels. The ETE recommends CMI! to strengthen the consortium's planning for **direct lobbying and advocacy at the regional level**.
5. The ETE found that CMI! has contributed to bringing feminist positions to advocacy at the national and international levels. However, the strategy behind members or partners carrying feminist messages was not always evident. CMI! should consider more strategically **when is it more effective for partners or members carry the messages of feminist movements**.
6. Partners had to adapt their strategies and ways of living/working in response to local and global crises (such as COVID) during the programming period.) supporting organisations and activists in preparing for responding to crises as they emerge could be a useful future focus for CMI. Consider increasing the focus of capacity building on **crisis preparedness, resilience and response, including digital approaches**.

7. The ETE has identified gaps in the monitoring and evaluation practice of the consortium. These relate to the use of insights from monitoring data, as well as collecting information on constituencies and contribution. Therefore, the ETE recommends an in-depth review of the monitoring and reflection systems connected to the shared work planned for the coming years. Details are provided in an internal annex submitted to the consortium.
 - a. Strengthen links between monitoring data and stories of change and strategic decision making in CMI!'s future work. Review and adjust the CMI! assessment framework, and align member frameworks with the consortium's. The goal would be to make the collection of information less burdensome and free up capacity for analysis and translation of insights into strategy.
 - b. Review the consortium's practice in working with indicators. Indicators should be accompanied by a meaningful baseline and an explanation expectation of the scale and scope of change that the consortium plans to see within the programming period.

Impact

8. The evaluation observed that CMI! has contributed to policy processes and changes that require monitoring to assess their impact. The Theory of Change of the programme also relies on changes in the sphere of concern of CMI! to be maintained and scaled in order to contribute towards the long-term goals of the programme. Therefore, the ETE recommends CMI! to consider increasing the attention to **monitoring and follow-up of policy change and policy implementation**.

Sustainability

9. The evaluation did not find a concerted strategy around either addressing sustainability of outcomes in CMI!'s work in partners, or a strategy for the sustainability of CMI!'s shared achievements. The ETE recommends that CMI! articulates an **exit strategy** for streams of work where decisions are taken on the suspension or closing of collaboration with CMI!, where key deliverables are produced as a result of the collaboration or where CMI!'s approach was adapted to face a crisis (e.g. COVID response).
 - a. For instance, in the case of convenings, the consortium could work with a plan around curating the relationships and networks formed around the convening. In the case of shared advocacy, similar follow-up plans could inform the roles that CMI! Members can each take in their further work, even if the shared advocacy is not pursued further after a certain point. In the case of knowledge production, the long-term management of outputs and the responsibilities for dissemination and updating of these could be specified in the sustainability planning.

Overall

10. **Working in the Strategic Partnership:** The ETE surfaced challenges in coordinating between CMI! and the Dutch embassies in the programme's intervention countries. The ETE recommends setting out a joint CMI! procedure for communicating with embassies in CMI! countries. This can take the form of a basic email from the Secretariat (including an explanation of the specificity of CMI! Members' work and relationships with partners in the country) and follow-up according to needs and the individual relationship, in order to mitigate the effort involved. Members should continue to act as a connector between Dutch embassies and partners as the embassies can be potential providers of protective measures and key allies in crisis moments. At the same time, it is important to manage partner expectations as to what they can achieve through establishing contact.
11. **Communicating the identity and value-add of CMI!.** The evaluation has found that CMI! acts as more than a sum of its parts. The diversity of members, different strategies and expertise of members mutually reinforce each other in working towards the domains of change of CMI!. Articulating the narrative on the added value of CMI! would help in communicating the relevance of the consortium to external and internal audiences. This could take the shape of a structured brief narrative which could be then used for communications and internal planning. This ETE offers some

emergent insights around the added value of CMI!'s shared work, but ultimately the narrative is a communications product which should be co-created with the consortium.

To the Dutch MoFA

1. Collaboration between CMI! and the embassies of the Netherlands have been challenging in several countries. To help facilitate this collaboration, the ETE recommends that MoFA at headquarter level takes up a role in introducing embassy staff to CMI! members, partners and clarifying the objectives of the programme and the collaboration between CMI! and embassies. This could help clarify and manage expectations on both sides.
2. Within the MoFA, at capital and embassy level, best practice examples of cooperation with WROs should be promoted, with particular attention paid to the needs of partners who are based outside of local capitals and whose access to embassy staff may be limited.
3. MoFA as donor should collect insights and reflect on the monitoring practices connected with funding feminist consortia that work with grassroots organisations.
 - a. Consider collaborating with other donors (especially those that fund feminist consortia) to leverage efficiencies of scope for monitoring and reflection.
 - b. Reflect on the way in which feminist evaluation principles could be applied to feminist consortia and beyond. This could involve a reflection on the experience of consortia and their grassroots partners in collecting, analysing and using the information, as well as the insights that the MoFA would find relevant for its own accountability.

1 Background

Purpose

The purpose of the evaluation is to be accountable to CMI! partners, constituencies, allies and to MoFA, who is the programme's strategic partner and donor. The evaluation is also aimed to capture learnings about CMI!'s work and approach. To address both learning and accountability, the evaluation evaluated the outcomes and impact of CMI!'s work, both expected and unexpected, along the programme's ToC. The evaluation also evaluated the relevance, effectiveness, impact and sustainability of the CMI! programme and outcomes, in line with IOB standards for end line evaluations.

Scope

The evaluation reviewed activities of the programme conducted between 2016-2019 (therefore the first 4 years of the 5-year programme), while also noting some insights from the first half of 2020 in the context of COVID-19. It focused on 9 countries, wherein multiple CMI! Members are active in addition to the regional and global work of the consortium, which includes looking at the building of bridges between movements. The rationale for this choice was to ensure a relevant representative sample of three countries from each of the three regions that CMI! works in while also allowing the evaluation team to analyse CMI!'s effectiveness and relevance in the different contexts. In addition, focusing on countries where multiple members are active offered additional insight into the results of the combined efforts of members. In relation to the thematic coverage, GBV and EJ activities take place in all the countries below, while SR is conducted primarily at the supra-national level. To provide an insight on the different levels of action undertaken by CMI!, the evaluation also included 4 case studies with a focus on local, national, regional and global work (discussed in detail in the methodology section below).

Country	Members active
India	3 members: Mama Cash (GBV, EJ), CREA (GBV), UAF (GBV)
Indonesia	3 members: Mama Cash, JASS, UAF (GBV, EJ)
Nepal	3 members: Mama Cash (EJ), CREA (GBV), UAF (GBV)
Kenya	4 members: Mama Cash (GBV), CREA (GBV), JASS (EJ), UAF A (GBV, EJ)
Malawi	3 members: Mama Cash (GBV), JASS (GBV, EJ), UAF A (GBV)
Uganda	3 members: Mama Cash (EJ), CREA (GBV), UAF A (GBV, EJ)
Guatemala	3 members: Mama Cash (EJ), JASS (GBV, EJ), UAF LAC (GBV, EJ)
Honduras	3 members: JASS, UAF LAC, AWID
Nicaragua	3 members: Mama Cash, JASS, UAF LAC (GBV, EJ)
Regional/International/Global work: the work of members not active at the national scale or work that took place beyond the national levels (e.g. AWID) was also specifically addressed and captured.	

Team

The evaluation was conducted by Organisation Development Support (ODS) and took place between March and November 2020. The team was led by Veronika Horvath (Head of Monitoring & Evaluation), team members included Elena Zacharenko (Policy & Research Consultant), Lisa-Marie Salley (Evaluation & Research Consultant) supported by Dr. Debolina Dutta. The core team (Veronika Horvath, Elena Zacharenko and Lisa-Marie-Salley) live and work in Europe (Belgium and Ireland); with Dr Debolina Dutta based in India. The evaluation was overseen by an External Reference Group (ERG) made up of independent experts who reviewed the proposal, inception report and drafts of the final report.

Structure of the report

In the following sections (Section 1), we provide a breakdown of the key features of CMI! including a breakdown of the ToC and an analysis of the context in which the consortium works.

In Section 2, the **methodology** used in the evaluation is discussed, including a description of the IOB evaluation criteria that guided the evaluation in addition to a breakdown of the tools used for data collection and analysis and the rationale. Also in Section 2, the **limitations** are laid out, including the impact of COVID-19 on the evaluation.

In Section 3, the **findings of the evaluation** are discussed in-depth. The findings are organised by the IOB criterion: relevance, effectiveness, sustainability and impact. Under each criterion, the findings respond to the related key research questions. To guide the reader, the main messages are displayed at the beginning of each sub-section. All sections touch upon CMI!'s three thematic areas: gender-based violence, economic justice and sustainable resourcing. More specifically:

- In Section 3.1, the **relevance of the programme** is analysed and the key findings are discussed under 3 lenses: Firstly, the extent to which the programme has made a contribution to its ultimate objectives. Secondly, the consistency of the programme with the priorities of partners and the policy framework. Thirdly, in order to understand whether the programme's intermediate goals are aligned with the broader change CMI! seeks to achieve, the Theory of Change is also discussed.
- In Section 3.2, the **effectiveness of CMI!'s strategies** in the domains of change identified in the Theory of Change are analysed. While the ETE's definition of effectiveness was guided by the IOB evaluation criteria given that many of CMI!'s strategies are based on complex pathways to change in complex contexts, the evaluation also allowed this complexity to be reflected by capturing unintended outcomes, and emergent narratives around pathways to change. The monitoring, evaluation and learning practices of the programme are also reviewed in this section. Finally, the section looks at enablers and barriers to effectiveness.
- In Section 3.3, the **impact** of CMI!'s work is analysed, assessing the programme's unexpected outcomes (outcomes beyond the Theory of Change).
- In Section 3.4, the **sustainability** of the actions are analysed which includes a discussion of the sustainability of building capacities in partners and exit strategies.

In Section 4, **conclusions** are made based on the findings and analysis. This section includes a discussion of the lessons learned.

In Section 5, we provide a breakdown of the recommendations structured along the IOB criteria.

Key features of CMI

Count Me In! is a global consortium of feminist organisations including Mama Cash, JASS, CREA, AWID and the Urgent Action Sister Funds in a Strategic Partnership with the Dutch Ministry of Foreign Affairs supporting the voices and activism of women, girls and trans people who are often most marginalised by their communities. WO=MEN is a strategic partner for lobbying and advocacy, while the Red Umbrella Fund is a strategic partner as the first global fund guided by and for sex workers. In this report, the reference to 'CMI! Members or members' references both members and strategic partners (RUF and WO=MEN). CMI! Members are both international women's rights organisations (JASS, AWID and CREA) and international women's funds (Mama Cash, RUF and the Urgent Action Sister Funds) and are based both in the Global North and the Global South.²

Count Me In! supports and strengthens women's civil society groups to lobby and advocate for gender equality and women's human rights, and to make their voices heard and listened to. Not only in their homes, schools, communities, in the media, and in politics, but in every arena where decisions are being made that affect their lives. Broadly, CMI! works on three thematic areas: gender-based violence, economic justice and sustainable resourcing. CMI! understands GBV as both a cause and a consequence of gender inequality, it indicates a relationship of power and is used to control some groups over others.³ Economic Justice focuses on the basic premise that women and girls are more likely to be in poverty than men and boys, while the majority of the work that they do is not recognised as such and not protected by labour law.⁴ Finally, sustainable resourcing relates to the fact that financial resources are essential for CSOs to do their work and while some progress has been made in relation to the position of women and girls in the political and funding arenas, this has not yielded sufficient flows of resources for the movement.⁵

According to CMI!'s Theory of Change, the consortium's 'Sphere of Control' involves strategies on capacity building, strategic resourcing, direct lobbying and advocacy; and knowledge building & strategic communications.⁶ Through these strategies CMI! seeks to produce outcomes for both their partner organisations (organisations each member works with and supports through the interventions above) and lobby targets (including political parties, community & religious leaders, media institutions, national, bilateral, multilateral and regional policy makers, corporate actors and public & private donors). For partners, they seek to improve skills and infrastructure, build capacity to mobilise constituencies, support movement building and alliance building, increase awareness of the political landscape and an analysis of relevant structural factors. For lobby targets, CMI! seeks to influence policy makers and donors to incorporate their demands into laws, policies and funding practices including to implement the relevant laws and policies and by doing so, partners have greater control over resources, including more and better funding, and decision making. The longer term impacts (Sphere of Influence) CMI! seeks to achieve is to create an enabling environment where girls and women's human rights are respected and sustained by communities and individuals, and where laws and policies are implemented with adequate budgets and social norms shift in support of women's, girls' and trans people's human rights.

CMI!'s partners are Women's Rights Organisations (WROs), women's rights movements and individual Women Human Rights Defenders (WHRDs). With a focus on those most marginalised in society, partners can include Indigenous and rural women, sex workers, girls, youth, lesbian and bisexual women, trans people, women with disabilities, workers and HIV+ women.⁷ Partners work at the local, national, regional and global levels across the 32 countries that CMI! Members work in. As identified in the baseline, a large majority of CMI! partners are located in South-Asia, East, West and Southern Africa and Central America.⁸

² CMI! programme document 2015; CMI!'s Baseline - Introduction to CMI

³ CMI! programme document 2015; CMI!'s Baseline - Introduction to CMI!

⁴ CMI! programme document 2015; CMI!'s Baseline - Introduction to CMI!

⁵ CMI!'s Baseline - Introduction to CMI!

⁶ CMI!'s Theory of Change (2017)

⁷ CMI! Baseline - CMI! Partner Portfolio - full of diversity - Page 23.

⁸ CMI! Baseline - CMI! Partner Portfolio - full of diversity - Page 23.

The evaluation focused on 9 countries, in Asia (Nepal, India and Indonesia), Africa (Uganda, Kenya & Malawi) and Latin America (Honduras, Guatemala & Nicaragua) as well as at the regional and global levels.

Context of CMI!'s work

This section summarises the main elements of the context of CMI!'s work based on a document review and interviews with members. The global trends in the rise of fascism and the far-right reached 'fever pitch' over the implementation period.⁹ European fascism is on the rise and affecting key funding streams while South East Asia saw a significant rise in fundamentalism.¹⁰ Anti-rights pressure on the African Commission on Human and Peoples Rights by States saw the LGBT observatory group status revoked.¹¹ Militarisation has increased and become more normal in countries like Honduras, Uganda and Indonesia with attacks on WHRDs becoming more and more prevalent especially for Indigenous, land and environmental rights activities.¹²

Legal frameworks and social norms continue to discriminate against women in all CMI! focus countries. The OECD's Social Institutions and Gender Index (SIGI) shows that discrimination in the family (the category that corresponds to policies and norms related to Economic Justice and Gender-based Violence in the CMI! Theory of Change) is most often the area where discrimination against women persists in all CMI! intervention countries.¹³

The environment in which WROs operated throughout 2016-2019 has continued to be challenging, and in many regions has become more so. There has been a continued rise in anti-women's rights and religious fundamentalist forces at all levels, from the national to the regional and global spaces.¹⁴ The operating space for civil society continues to shrink and some governments have intensified their efforts to restrict and criminalise rights-based activism. In some contexts, activists are targeted by non-state actors, including those linked to corporate interests. Many women defenders continue to face significant risks in their human rights practice, including specific gendered risks such as threats to their families and their children, threats or acts of sexual violence, attempts of causing them reputational damage which would not be levelled against a man, refusal to recognise their work as defender work.¹⁵ With regards to CMI!'s priority themes, the anti-trafficking and anti-sex work movement have strengthened their lobbying efforts.¹⁶

Spaces for civil society operations are continuing to shrink and close, with little space left to organise in some contexts with movements moving underground - especially women's and LGBTI movements. Attacks on WHRDs continue in many countries while at the same time WHRDs and WROs are being included in conversations and are seen as legitimate political actors with the state at the local (Malawi), national (India, Kenya) and international level (Convention on the Elimination of Violence Against Women (CEDAW) and others). However, in challenging contexts movements remain disconnected from policy makers (Indigenous movements in Guatemala). An increase in sexual and gender based violence (SGBV) is also evident and agreed by a multitude of actors including CMI! and UN bodies¹⁷ which has worsened exponentially since the beginning of the COVID-19 pandemic in 2020 and has been compounded by a reduction in services.¹⁸

The growth and increased presence of the anti-sex work movement is also evident, with a push for criminalisation and continued conflation of trafficking with sex work at both the national (national level

⁹ Anonymous interviewee and discussed during sensemaking

¹⁰ CMI! Biannual meeting report - 2018

¹¹ CMI! Biannual meeting report - 2018

¹² CMI! Biannual meeting report - 2019

¹³ <https://www.genderindex.org/> - CMI! has indicated the SIGI index as a data source for assessing social norms and policy impact.

¹⁴ Rights at Risk: OURs Trends Report 2017, <http://oursplatform.org/resource/rights-risk-trends-report-2017/>, interviewee B7; context analysis section in Section 1.

¹⁵ Situation of women human rights defenders: report of the Special Rapporteur on the Situation of Human Rights Defenders, 2019, <https://digitallibrary.un.org/record/1663970>

¹⁶ See SW case study

¹⁷ Discussed during sensemaking

¹⁸ UNFPA (2020) Impact of the COVID-19 Pandemic on Family Planning and Ending GBV, FGM and Child marriage, briefing 24 /04/2020 : https://www.unfpa.org/sites/default/files/resource-pdf/COVID-19_impact_brief_for_UNFPA_24_April_2020_1.pdf

anti-sex work movements) and international level (UN).¹⁹ However, the sex worker movement is also growing and some progress has been made at national levels including in African and Asian countries, which is discussed in detail in the case study below.

Limited resourcing continues to be the reality for the women's movement despite more funding being referred to as 'feminist' and directed towards grassroots and women's rights organisations (Spotlight, bilaterals).²⁰ According to a recent AWID report, 99% of gender-related international funding does not directly reach women's rights and feminist organisations.²¹

This context is having a profound effect on both the physical safety and wellbeing of WHRDs. This is further compounded by the current global pandemic which has greatly affected WROs and WHRDs, with the multiple and continuous periods of lockdown being especially difficult for all marginalised groups. The economic impact on women is set to be extensive and will be especially aggravated for those working in informal sectors where labour rights do not apply and where the burden of unpaid care and domestic work falls mainly on women.²²

Due to this challenging context, interviewees also note visible feminist fatigue due to the amount of work still to be done and the severe lack of funding that continues to impact the movement. This has resulted in a growth of organic movements driven by young and loose networks of activists finding alternative ways to create change.²³

2 Methodology and limitations

Methodology

The evaluation used an outcome-focused analytical framework grounded in the Theory of Change in order to reflect CMI!'s learning priorities and the type of change CMI! pursues, in addition to reconstructing and validating the elements and assumptions of the ToC. The approach was designed to capture the complexity of the type of support provided by CMI! in relation to capacity building, movement building and advocacy interventions which are often non-linear. The primary focus of the evaluation was to capture the changes to which CMI! contributed (at local-national-international levels) and the channels through which this took place.

The evaluation was conducted remotely and involved four phases - Inception, Data Collection, Validation & analysis and finally, reporting. During inception, the team conducted an initial review of key documents followed by attending the CMI! Virtual Biannual Plenary session. In the data collection phase, the methods employed included an in-depth document review, individual partner briefings and a total of 114 key informant interviews. The team then coded and analysed the findings using a combination of outcome mapping and analysis, contribution analysis, and Theory of Change analysis. The analysis included four case studies which illustrated how the Theory of Change of CMI! was realised in four different contexts and sampled in a way to illustrate the intervention strategies of the programme. The findings of each case study and the evaluation were validated through a total of 6 sensemaking sessions with CMI!. Finally, the team collaboratively wrote this evaluation report which is the end product of integrating 2 rounds of feedback from CMI! and the ERG.

¹⁹ Discussed during sensemaking & anonymous interviewees

²⁰ CMI! Biannual meeting report - 2018

²¹ Toward a Feminist Funding Ecosystem - AWID, 2019:

https://www.awid.org/sites/default/files/atoms/files/awid_funding_ecosystem_2019_final_eng.pdf; OECD, (2019). Aid in Support of Gender Equality and Women's Empowerment: Donor Charts. <https://www.oecd.org/dac/financing-sustainable-development/development-finance-topics/Aid-to-gender-equality-donor-charts-2019.pdf>

²² UN Women (2020)- COVID-19 and its economic toll on women: The story behind the numbers, news item, September 2020 : <https://www.unwomen.org/en/news/stories/2020/9/feature-covid-19-economic-impacts-on-women>

²³ Interview - D18

Evaluation criteria and overarching evaluation questions

The evaluation was guided by the evaluation standards of the IOB²⁴, including both the ethical standards and the evaluation criteria. Similarly to the OECD DAC criteria, the IOB standards refer to different results levels founded on the intervention logic. Below we outline the working definitions that informed the evaluation.

The TOR of the evaluation identified a few overarching questions related to effectiveness (and to a smaller extent, impact) of the programme. These are addressed in the Effectiveness and Impact sections.

1. Relevance is defined by the IOB as ‘the effects of interventions make a sustainable contribution to achieving the ultimate objective (the impact)’. Accordingly, an intervention has been valuable, or relevant, to the extent that it has generated effects that bring achievement of the ultimate development objective closer. In addition, the evaluation looks at relevance from the point of view of consistency with the priorities of partners and the Dialogue and Dissent policy framework to assess the external relevance of CMI!. The ETE assessed the consistency of the programme’s Theory of Change to understand the internal coherence of the programme.

The following overarching questions guided the analysis:

- a. How relevant is the CMI! programme?
 - b. Is the Theory of Change relevant and accurate?
2. Effectiveness relates to the extent to which the direct results of interventions (output) contribute to the sustainable achievement of policy objectives (outcome). According to the IOB criteria, an intervention is considered effective if its outputs have made a demonstrable contribution to the achievement of the intervention’s intended objectives. The evaluation addressed this criterion by mapping out outcomes and triangulating evidence alongside the strategies defined in the Theory of Change of the programme. The CMI! Theory of Change does not spell out pathways to change between CMI!’s strategies and the outcomes sought. Therefore, the ETE analyses effectiveness by mapping out changes in each domain of change identified in the Theory of Change, and investigating the contribution of CMI!’s strategies to these outcomes. Given that many of CMI!’s strategies are based on complex pathways to change in complex contexts, the evaluation also allowed this complexity to be reflected by capturing unintended outcomes, and emergent narratives around pathways to change. The following are overarching questions that informed the analysis in this section. These questions are addressed through the analysis across the domains of change in the Theory of Change:

- a. What have been the effects (positive, negative or neutral) of CMI!’s support and resources to WHRDs’ and WROs’ capacity for lobbying and advocacy?
 - b. To what extent have CMI! members and partners contributed to shifting laws and policies, social norms and control over resources and decision-making? Is CMI! making advances across all of three impact areas?
 - c. Has CMI! been able to ‘hold the line’ on past advances on women’s, girls’ and trans people’s rights?
 - d. Has CMI! adequately addressed emerging trends in the consolidation of power that affects feminist movements? Where has CMI! seized or missed opportunities?
3. Impact: all significant effects produced by a development intervention, directly or indirectly, intended or unintended, on the ultimate stakeholders and third parties. This includes changes that are outside of the current Theory of Change of the programme. The evaluation addressed this criterion by capturing outcomes which were not included in the domains of change in the Theory of Change.

The following overarching question from the ToR of the evaluation has been included in this section:

- a. What have been the unexpected outcomes and impacts of CMI!’s work?

²⁴ IOB (2009) Evaluation policy and guidelines for evaluations, IOB Policy and Operations Evaluation Department, October 2009, unless otherwise stated.

Based on discussions between the ETE team and CMI!, the impact criterion was a relatively less central aspect of the evaluation. Given necessary limits to time and scope of the review, the ETE has focused on the sphere of influence of the programme and assess impact where possible.²⁵

4. Sustainability: According to the IOB, sustainability is an aspect of effectiveness. The IOB guidance lists seven factors that can help determine sustainability, out of which each review can select the relevant aspects. The ETE looked at three of these criteria, which are aligned with the Theory of change of CMI! 1) Sustainability of involvement of the recipient (in this case, working with partners of CMI!); 2) Sustainability of capacity development (extent to which capacity development was addressed in the programme as a means to sustainability); 3) Financial and economic sustainability (degree to which measures have been taken to guarantee that activities can continue and completed works can be maintained in the future).

The following overarching question guided the analysis:

- a. How sustainable are the outcomes of CMI!?

The evaluation addressed these questions by investigating how CMI! addressed sustainability aspects in planning and implementation, as evidenced by internal strategy documents and interviews with consortium members.

5. Policy consistency: In the case of CMI!, the policy consistency criterion could be translated into an evaluation of the functioning of the Strategic Partnership (e.g. relationships between the Strategic Partners; insights on the structure and processes in the Partnership). In line with the preferences of CMI!, this criterion has been a secondary focus of the evaluation - the report will aim to capture what insights surfaced during the data collection and sensemaking, but not dedicate the same level of attention to this aspect as the other key questions. Questions related to the functioning and relevance of the Strategic Partnership are addressed in the Relevance and Effectiveness section.

Tool	Rationale
Data collection	
Desk research, including collection and analysis of quantitative data from all partners	Understand background of the programme, reflect progress towards indicators; main outcomes; Review MEL tools.
Briefings with members and strategic partners [30 interviews]	Reflect on assumptions, strategic relevance and outcomes of the programme.
Interviews with partners [60 interviews]	Collect insights on relevance, added value, outcomes and sustainability of CMI! interventions validate insights from document review/briefings.
Interviews with donor and advocacy targets [6 interviews]	Gather insights and assumptions related to the Strategic Partnership as a framework.
Interviews with allies [18 interviews]	Validate insights from internal conversations; Gather external perspectives on relevance and added value of CMI!
Analysis	
Outcomes mapping and analysis on Theory of Change - coding interviews and documents for outcomes and mapping these on the Theory of change in a virtual whiteboard workspace	Validate the Theory of Change, capture unexpected outcomes, capture clusters and relationships between outcomes
Validation workshop with CMI! (2 workshops with different internal constituencies)	Validate and reflect on outcomes and connections between them, identify areas for further investigation. The workshops validated the outcomes included in

²⁵ CMI! ETE Inception Report (2020)

	this report with CMI! attendees.
Case studies	Understand the way in which CMI!'s Theory of Change unfolded in a specific setting around a key outcome of the programme.
Validation of case studies (remotely validated with partners for 2 case studies and validated with CMI! for all 4)	Validate case study findings and analysis.
Theory of Change analysis	Capture emergent assumptions; review, validate and identify points for future reflection in the Theory of Change
Contribution analysis (overarching lens)	Capture the contribution of CMI! to the work of partners

As part of the analysis four case studies were used to explore the ways in which the ToC of CMI! has been realised in four different contexts, including national and regional/international levels. The selection sought to represent the national, regional, international and global work of CMI!, as well as the diversity of impact areas. Case studies were informed by a review of documents (including monitoring data, Stories of Change, internal reflection documents, and external outputs of CMI!) as well as interviews with partners, allies and advocacy targets.

Case study focus	Focus area	Main level of change (linkages at other levels will also be captured)
Influencing the global feminist resourcing landscape: International Spotlight 2017 and beyond	Sustainable Resourcing	Global/ International
Mayan women fighting for property rights weaving designs	Economic Justice	National with regional/international connection
Advancing sex workers' human rights (CMI! Track Record doc)	GBV	National/local focus, with regional/international connection
Long-term capacity building/movement-building (Honduras Alquimia course)	Movement building	National/local with regional/international connection

Impact of COVID on the evaluation process

The evaluation began as most of the world was struck with the impact of COVID-19 and therefore changes were made to the methodology. Originally, the methodology had foreseen various in-person engagement opportunities between CMI! Members, partners and other stakeholders. Following guidance and recommendations from the World Bank²⁶, the methodology was revised while still ensuring a high level of involvement of each stakeholder group. The evaluators were aware of the impact that moving to an entirely remote data collection could have on the availability, accessibility and openness of participants. The team implemented participatory elements where possible, and used a flexible approach to interactions with stakeholders including by providing multiple methods for interactions to suit their own reality. Specifically, during data collection all the KIIs and focus groups were taken online, using an array of interactive asynchronous tools where possible. Where interaction was not possible, epistolary interview methods were used.

The mandate of the evaluation was to look at the years 2016-2019. However, 2020 has been a highly challenging year with several important activities and indications of key outcomes by members, as well as

²⁶ Following guidance from i.a. the World Bank, see Raimond, E. et al. (2020), Adapting evaluation designs in times of COVID-19 (coronavirus): four questions to guide decisions, World Bank Independent Evaluation Group, 22 April 2020

changes in the global context due to COVID-19. These changes and insights show new aspects of the contribution of CMI! in some cases, and have a bearing on the way in which the consortium learns and plans for the future. The ETE team therefore references instances of significant changes or insights that relate to 2020 where relevant.

Finally, an important note regarding the content of the report. While the evaluators collected an extensive amount of data, it was not possible to include every example of member activity in the report. To ensure the report is both comprehensive and concise while also ensuring each CMI! Member's work is considered, each area of inquiry includes references to examples of activities and outcomes which illustrate the consortium's work rather than a complete breakdown of activities conducted by the consortium.

Limitations

The following limitations were present during the delivery of the evaluation:

2. As discussed above, **COVID-19** had an impact on the delivery of the evaluation resulting in all activities being taken online.
 - a. Data collection: To mitigate this limitation the team designed participatory sessions, and used collaborative tools and platforms where possible. In addition, as the crisis has gravely affected those marginalised in society and made their position even more precarious this affected the availability of some interviewees especially sex workers and sex worker-led organisations, among others. To mitigate this limitation, the evaluators were highly flexible in their approach conducting interviews outside of working hours, over alternative platforms including Signal and WhatsApp and where interviewees could not join calls the option of providing written responses through epistolary interviews was offered. In spite of these strategies, we can assume that the added value of conversation in shared spaces, direct exchange and personal connections would have made the evaluation more participatory and could have enriched the data collection as well as offering opportunities to validate findings as they emerged.
 - b. Validation: due to data collection taking place online and mainly on one-to-one settings to accommodate partner availability; it was not possible to validate evaluation outcomes with partners and external stakeholders, which would have happened during field visits or at the CMI! Biannual in a non-COVID context. To mitigate this limitation, the evaluation team organised a total of 6 validation workshops on outcomes with CMI! staff (1 for each case study and 2 for the overall outcome mapping). However, no substantiation took place with external stakeholders.
3. As CMI! Members chose the stakeholders to be interviewed, this may result in a **biased sample** i.e. since the members may feel more comfortable asking stakeholders with whom they have a closer, more positive relationship. The evaluation team sought to address this bias by a) prompting CMI! to suggest partners with whom the relationship has been more challenging, b) following up with suggestions from interviewees for further interviews (therefore respondents not suggested by CMI!), c) guaranteeing anonymity of interviews, d) using neutrally worded questions and using prompts for critical observations in the interviews, and e) highlighting the value of feedback for the evaluation and CMI!. In spite of these strategies, we can not exclude that the sample of interviewees was at least somewhat biased.
4. The **availability of local consultants** was another limitation partly caused by COVID-19. Initially, the evaluation team had chosen to work with a local consultant in India to support the case study on sex worker's human rights in addition to a local consultant in Guatemala to support the drafting of the case study on the Weaver's community. However, due to the impact of COVID-19 the consultant in India was unable to contribute to the project to the extent we had planned. This was mitigated by including the consultant in a reduced capacity as quality assurer to offer an opportunity to capture feedback and input. In the Guatemalan case, the choice of local consultants unfortunately was not agreed upon by the Weavers community due to previous disagreements. Given the scarcity

of time and relational difficulties involved in identifying and contracting another individual, UAF LAC and the partner felt that it was preferable for the ETE evaluators to undertake the research directly. In order to mitigate the risks related to the ETE consultants not being based in the context, the ETE team worked closely with the Weavers community to ensure the data was collected appropriately and sensitively and the final case study accurately spoke to the activities and results.

3 Detailed findings per IOB criterion

This section answers the research questions under each evaluation criterion.

- In Section 3.1, the **relevance of the programme** is analysed, and the key findings are discussed under 3 lenses: Firstly, the extent to which the programme has made a contribution to its ultimate objectives. Secondly, the consistency of the programme with the priorities of partners and the policy framework. Thirdly, in order to understand whether the programme's intermediate goals are aligned with the broader change CMI! seeks to achieve, the Theory of Change is also discussed.
- In Section 3.2, the **effectiveness of CMI!'s strategies** in the domains of change identified in the Theory of Change are analysed. While the ETE's definition of effectiveness was guided by the IOB evaluation criteria given that many of CMI!'s strategies are based on complex pathways to change in complex contexts, the evaluation also allowed this complexity to be reflected by capturing unintended outcomes, and emergent narratives around pathways to change.
- In Section 3.3, the **impact** of CMI!'s work is analysed including several unexpected outcomes (outcomes beyond the Theory of Change) and long-term impact.
- In Section 3.4, the **sustainability** of the actions are analysed which includes a discussion of the building capacities in partners and exit strategies.

3.1 Relevance²⁷

This section summarises the extent to which CMI! is relevant to its ultimate objectives; the priorities of partners and the policy framework. Thirdly, in order to understand whether the programme's intermediate, The ETE assessed the relevance and consistency of CMI!'s Theory of Change.

Main messages

- CMI! has contributed to changes towards the long-term goal of the programme moving towards an environment in which women's rights to live free from violence and to access economic justice are realised and will bring greater and more sustained resourcing to women's rights work.
- CMI!'s structure enabled coherence between long-term goals and outcomes by adding resources to the core work of members in supporting partners and creating a platform for concerted action (among some or all CMI! Members). The consortium's strategy of pursuing diverse pathways to change (including providing flexible, long-term and responsive support to partners across the four strategies of intervention) have increased relevance.
- The ETE found CMI!'s work to be relevant for the work of partners, through providing forms of locally relevant support, in a variety of strategies, including funding modalities (long-term, core and flexible; and rapid response). which responded to the needs of the partners.
- Finally, CMI! was also relevant and consistent in relation to the policy objectives of the Strategic Partnership Framework.
- CMI!'s Theory of Change is relevant and internally coherent, but would benefit from more granularity in the future, clearly articulating and testing assumptions could help strengthen the

²⁷ Relevance is defined by the IOB as 'the effects of interventions make a sustainable contribution to achieving the ultimate objective (the impact)'. Accordingly, an intervention has been valuable, or relevant, to the extent that it has generated effects that bring achievement of the ultimate development objective closer. In addition, the evaluation looks at relevance from the point of view of consistency with the priorities of partners and the Dialogue and Dissent policy framework to assess the external relevance of CMI!. The ETE assessed the consistency of the programme's Theory of Change to understand the internal coherence of the programme. What have been the effects (positive, negative or neutral) of CMI!'s support and resources to WHRDs' and WROs' capacity for lobbying and advocacy?

- a. To what extent have CMI! members and partners contributed to shifting laws and policies, social norms and control over resources and decision-making? Is CMI! making advances across all of three impact areas?
- b. Has CMI! been able to 'hold the line' on past advances on women's, girls' and trans people's rights?
- c. Has CMI! adequately addressed emerging trends in the consolidation of power that affects feminist movements? Where has CMI! seized or missed opportunities?

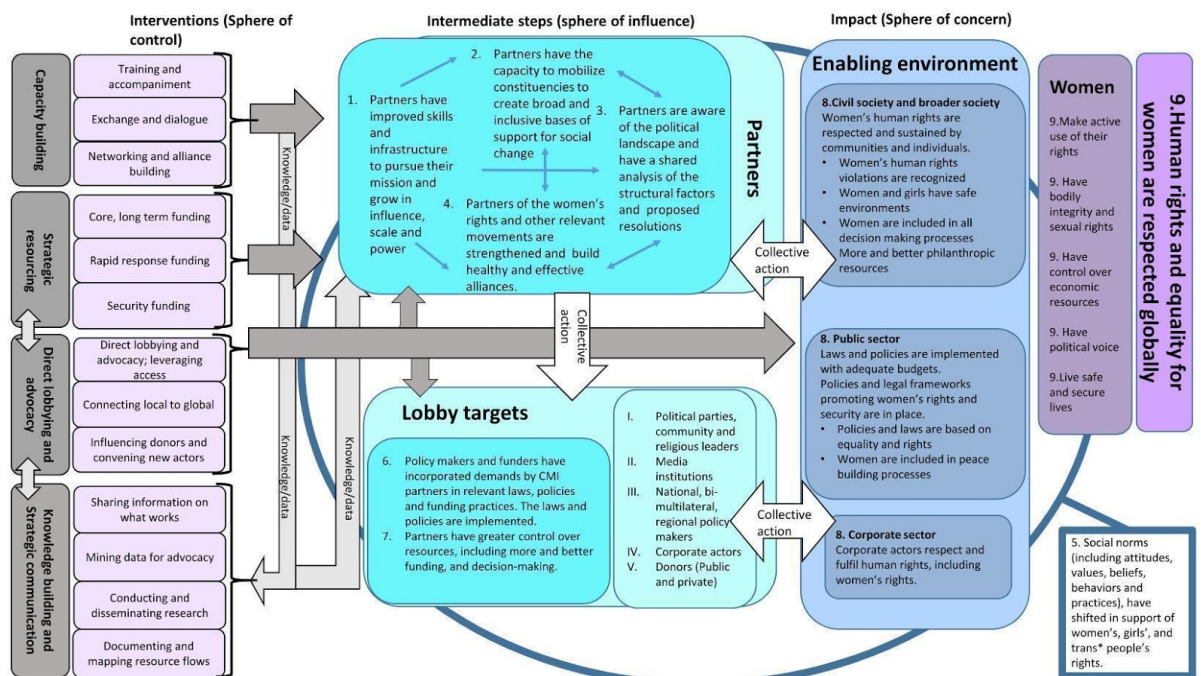
Theory of Change.

- Mapping the landscape of feminist movements and broader civil society is not part of the context analysis practice of CMI!. Implementing this type of analysis would allow CMI! to assess whether the consortium is working with the right partners for pursuing the long-term change in each country of intervention.

3.1.1 CMI!'s Theory of Change is internally consistent and relevant to long-term change, but more detail is needed

The CMI! Theory of Change is internally coherent and well aligned with pursuing this goal. [See Section 1 for summary of the CMI! ToC]. Overall, the Theory of Change reflects the work of CMI!, as it captures the diversity of audiences, outcomes and channels of contribution sought by the consortium. The level of detail in the narrative and visual Theory of Change could be strengthened by reflecting the specificity of the different channels of intervention and connections between outcomes. This section makes suggestions for updating and increasing the granularity of the ToC.

Figure 1 - The CMI! Theory of Change (2017)



The current conceptualisation of the ToC assumes **connections between all elements**. This adds a high level of complexity but also risks obfuscating the precise assumptions around how the outcomes build on each other. **The ToC does not spell out the connections between outcomes**. The Theory of Change is currently structured around a log-frame type understanding (input-activities-outcomes-impact). This linear representation might miss the key elements of CMI! Members' work is already taking place in the space that CMI! covers, and being able to differentiate between the change that happens through core work of members vs. CMI! collaboration. An approach rooted in outcome mapping might be more suited to the programme. It would allow space to display the ways in which outcomes build on each other, and create a structure for articulating assumptions and plans around the channels of contribution and influencing what connects these. A more detailed mapping of outcomes would also highlight the connections between the results of the work of different intervention strategies.

Multiple theories of change Programme documentation and interviews indicate that implicit sub-theories of change exist for each strategy. These inform the structuring of alliances as well as the prioritisation of certain types of capacity building, lobbying and advocacy. Sub-Theories of Change include:

- A theory for social norm change and how the work of women's movements contribute to this (which might imply different theories for Economic Justice and GBV);
- A theory behind each advocacy channel (e.g. bringing grassroots activists to specific policy fora or organising convenings across donor and partner communities), and each advocacy target (e.g. prioritising advocacy at the UN);
- A theory behind capacity building and movement-building;
- A theory behind each approach to grantmaking pursued by CMI!;
- A 'theory of action' behind the individual initiatives and interventions.

In the current Theory of Change, these sub-theories are treated implicitly, by making broad connections between outcome areas, meta outcomes and types of interventions and support provided by CMI!. While the current Theory of Change is a useful high-level summary of the work of CMI!, it would benefit from more detail to reflect the specificities of the programme.

To what extent have the assumptions of the programme held?

Assumptions were not explicitly formulated in the programme document. Not defining and validating assumptions as part of the programme's design has meant that these were not part of the programme's internal reflections, risk analysis or learning. Elaborating and testing assumptions would have created value in the refining of CMI!'s Theory of Change and the ways through which each strategy contributes to the long-term goals of the programme. Through the evaluation process, we have identified the following assumptions, and briefly assessed their evolution throughout the implementation period. However, the consortium would be best placed to lead on the definition and validation of assumptions.

Assumption 1: *Stronger women's movements are key to social norm and policy change in all global contexts. If women's movements are strengthened, then women's rights are advanced in all contexts.*²⁸

- This connection is recognised in the literature.²⁹ However, visible and unequivocal changes in terms of policy and social change take a longer time (see Effectiveness Section) or take the form of holding the line, or resisting deteriorating conditions. This might mean that this longer timescale needs to be reflected in the ToC.

Assumption 2: *Operating in a consortium would strengthen the individual work of members as well as allowing them to put in place joint initiatives which would otherwise not happen.*³⁰

- This assumption was confirmed, as members all reflected on having strengthened capacities and engaged in new areas of work as a result of the collaboration.³¹

Additional assumptions by area of focus:

Assumption 3: Capacity building of marginalised women, girls and trans people is an effective tool to prevent and counter gender-based violence and pursue economic justice goals.

- This assumption was corroborated by interviewees on the local level who spoke positively of the contribution of CMI!'s support to their work (See section 4.2 on effectiveness). It also finds resonance in literature.³² However, visible and unequivocal changes in terms of policy and social change take a longer time. This might mean that this longer timescale needs to be reflected in the ToC.

²⁸ Programme document (2015) ; member briefings

²⁹ Htun, M. and Weldon, S. (2012). The Civic Origins of Progressive Policy Change: Combating Violence Against Women in Global Perspective, 1975-2005. *American Political Science Review*, 106(3), 548-569

³⁰ Programme document (2015) p8

³¹ Member briefings

³² Programme document (2015) p4

Assumption 4: When women's rights organisations have sustained resourcing for their work, they are better able to move beyond providing emergency services to survivors and start to tackle the social norms that are the root causes of gender-based violence.³³

- N/A. The ETE found no evidence of similar journeys in partners moving from emergency services to social norms-focused work with long-term funding as the motive for change. However, this does not confute the validity of the assumption; it only indicates a lack of specific information.

Assumption 5: If feminist organisations work in an alliance, then they will be able to have a stronger voice in advocacy.³⁴

- This assumption was confirmed by members, echoed in interviews with a few allies, and recognised by the donor, especially in relation to the ability of CMI! to engage in policy platforms where otherwise members individually would not have been able to or seen engagement as a priority (See Section on Effectiveness).³⁵

Assumption 6: Close work with one bilateral donor government will open doors for influencing others

- This assumption was confirmed at least in part by the experience of CMI! with advocacy around Spotlight (see case study) and in accessing policy platforms such as CSW (See Section on Effectiveness and working with the MoFA).

3.1.2 CMI!'s work has been relevant in pursuing long-term change

Consolidating the voice of feminist movements to pursue global policy change is a highly relevant precondition for effective social justice advocacy.³⁶ The evaluation has found that CMI! contributed to the intermediate goals of strong and effective lobbying and advocacy of partners; and in promoting changes that are consistent with CMI!'s long-term goal of 'moving towards an environment in which women's rights to live free from violence and to access economic justice are realised and will bring greater and more sustained resourcing to women's rights work'. These contributions took place through changes in the outcome areas defined in the Theory of Change (see Effectiveness section), both through work with partners and direct lobbying and advocacy.

3.1.3 CMI!'s strategies are complementary and enhance each other's contribution to the long-term changes

The outcome mapping exercise surfaced several clusters of outcomes where different workstreams of CMI! came together to increase the relevance of the consortium's work. Collaboration around extractives was an example of responding to a consolidation of financial and political power between public and private sectors. This work showed a complementarity between capacity building (working with WHRDs) knowledge building (producing tools for advocating on extractive investments) and advocacy approaches (connecting WHRDs with policymakers). Another example of complementarity is that of strengthening the SW movement through capacity building, support to alliance building and accompaniment, in addition to the grantmaking work of relevant members, as highlighted in interviews with CMI! members and partners. This has contributed to a gain in visibility of the SW constituencies within policy conversations, e.g. CSW and through being supported in formulating input to CEDAW.³⁷

3.1.4 CMI!'s structure is relevant in pursuing the programme's long-term goals.

A flexible structure. The approach of CMI! to supporting partners is rooted in the strategies of individual members working with each partner/context.³⁸ Reflecting this, the CMI! structure is designed in a way that

³³ Programme document p7

³⁴ Member briefings; J12

³⁵ Member briefings; Anonymous interview

³⁶ Alemany, C, Sen, A (2019) SDG 5 Advancing women's rights and strengthening global governance: the synergies ; Spotlight on Sustainable Development 2019 Reshaping governance for sustainability Reforming institutions - shifting power - strengthening rights Global Civil Society Report on the 2030 Agenda and the SDGs, Spotlight Reports, 2019.

³⁷ Member briefings

³⁸ CMI! programme document 2015

leaves space for responding to the needs of individual partners in each context, and adapts these approaches at the level of the member organisation (not only at the level of the consortium). As CMI! has taken the strategic decision not to focus on profiling the consortium as a separate actor, a partner's main relationship is usually with those members with whom they collaborate directly.

3.1.5 CMI!'s support has been relevant to the work of partners

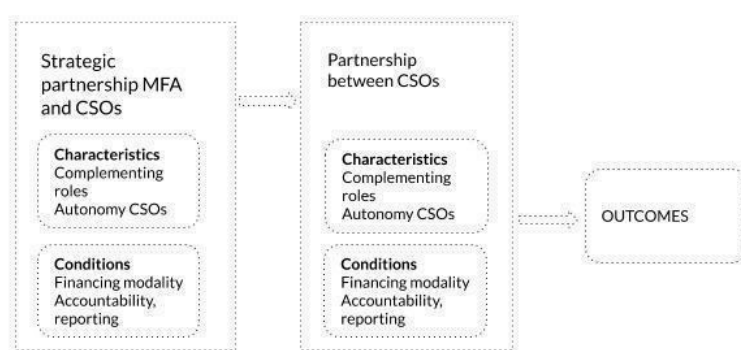
Overall, the ETE found the CMI! consortium's work to be relevant for the work of partners, through providing forms of locally relevant support, two different main funding modalities (long-term, core and flexible; and rapid response) responding to different needs of the partners; and acting as a connector between local-regional-global levels. All partners interviewed for the ETE have felt that their collaboration with CMI! members was relevant and useful to their work (see Section on Effectiveness). Partner interviews have confirmed the relevance of member support in relation to movement building, capacity building and advocacy support.³⁹

The degree of flexibility for members to define their strategy to work with partners, the multiple pathways to change deployed by CMI! and the close collaboration that many CMI! Members pursue with their partners; all strengthen the ability of the programme to respond to partner needs. The programme's working groups on Extractives and Sex Worker Rights have led to strengthened collaboration across CMI! around support to partners.

3.1.6 The structure of the Strategic Partnership is relevant for enabling CMI! to meet partners' needs

The goal of the Strategic Partnership Dialogue And Dissent was to 'enable CSOs to effectively voice alternative or dissenting views in a dynamic and increasingly global context, [through] strengthening CSOs' capacity for 'lobbying and advocacy'. The Partnership explicitly envisioned a model of support where CSO alliances would be able to pursue these broad goals based on their own knowledge of contexts and constituencies, in dialogue with the MoFA. The relevance of this approach was confirmed in interviews with members of the consortium and the MoFA.⁴⁰ Having autonomy in the channels of intervention meant that CMI! was able to respond to partner needs which ultimately enabled the outcomes described in section 3.2 (Effectiveness). The ETE found this freedom in planning and implementing especially valuable in volatile contexts and in work where immediate reactions were needed (e.g. in supporting WHRDs or coordinating COVID responses).

The visual below summarises the collaboration framework.⁴¹



Reflection points

³⁹ See e.g. OBOL campaign in Malawi and Alquimia leadership course case study

⁴⁰ Member briefings; anonymous interviews [MoFA]

⁴¹ Adapted from Government of the Netherlands (2014) Dialogue and Dissent Policy framework; OB (2019) Strategies for partners: balancing complementarity and autonomy, IOB study n 431, Ministry of Foreign Affairs of the Netherlands.

The evaluation has found that CMI! has contributed to the intermediate goals of strong and effective lobbying and advocacy of partners; and in promoting changes that are consistent with CMI!'s long-term goal of 'moving towards an environment in which women's rights to live free from violence and to access economic justice are realised and will bring greater and more sustained resourcing to women's rights work'. These contributions took place through changes in the outcome areas defined in the Theory of Change. Overall, the ETE found the CMI! consortium's work to be relevant for the work of partners, through providing forms of locally relevant support, two different funding modalities (long-term, core and flexible; and rapid response) responding to different needs of the partners; and acting as a connector between local-regional-global levels. The CMI! Theory of Change is internally coherent and well aligned with pursuing this goal. CMI! was also relevant and consistent in relation to the policy objectives of the Strategic Partnership Framework.

A gap remains around understanding where CMI! contributes in the context of civil societies (including but not limited to feminist movements) in each of the programme's intervention countries. The context analyses of the consortium do not include a mapping of movements. It is therefore not possible to assess whether CMI! is working with the right actors in each country as well as regionally or globally.

Reviewing and updating the Theory of Change and the learning frameworks will enable the consortium to gain new insights into how CMI!'s work and outcomes feed into each other; review priorities and where CMI!'s contribution is strongest in the larger context of political and social interventions. This work would also benefit from paying attention to defining and testing assumptions for future interventions. The assumptions could help clarify and communicate the ways in which CMI!'s strategies contribute to the longer-term goals of the Theory of Change.

3.2 Effectiveness⁴²

This section looks at the effectiveness of CMI!'s strategies, defined as the extent to which the strategies contributed to the achievement of CMI!'s objectives. The ETE's definition of effectiveness was guided by the IOB evaluation criteria. The CMI! Theory of Change does not spell out pathways to change between CMI!'s strategies and the outcomes sought. Therefore, this section analyses effectiveness by mapping out changes in each domain of change in the sphere of influence, identified in the Theory of Change, and investigating the contribution of CMI!'s strategies to these outcomes. Given that many of CMI!'s strategies are based on complex pathways to change in complex contexts, the evaluation also allowed this complexity to be reflected by capturing unintended outcomes, and emergent narratives around pathways to change.

The section also reviews CMI!'s practice around monitoring and evaluating the effectiveness of its strategies. Finally, the section will summarise the enablers and barriers to effectiveness that have emerged from the review.

Main messages

The evaluation has found outcomes under each area of change included in the Theory of Change. CMI!'s four strategies (Capacity building, Strategic resourcing, Direct lobbying and advocacy and Knowledge

⁴² Definition of Effectiveness Effectiveness relates to the extent to which the direct results of interventions (output) contribute to the sustainable achievement of policy objectives (outcome). According to the IOB criteria, an intervention is considered effective if its outputs have made a demonstrable contribution to achievement of the intervention's intended objectives. The evaluation addressed this criterion by mapping out outcomes and triangulating evidence alongside the strategies defined in the Theory of Change of the programme. The following overarching questions that informed the analysis in this section. These questions are addressed through the analysis across the domains of change in the Theory of Change.:

- d. What have been the effects (positive, negative or neutral) of CMI!'s support and resources to WHRDs' and WROs' capacity for lobbying and advocacy?
- e. To what extent have CMI! members and partners contributed to shifting laws and policies, social norms and control over resources and decision-making? Is CMI! making advances across all of three impact areas?
- f. Has CMI! been able to 'hold the line' on past advances on women's, girls' and trans people's rights?
- g. Has CMI! adequately addressed emerging trends in the consolidation of power that affects feminist movements? Where has CMI! seized or missed opportunities?

building and strategic communication) have contributed to these outcomes in each of the domains of change.

However, as no targets were articulated in qualitative or quantitative terms, there is no point of comparison to assess expectations. As the total number of partners who were supported by CMI! is not available in the PMEL systems of the consortium, it is not possible to give meaning to the figures recorded in IATI.

Strengthened capacities

- Partners strengthened their capacities related to feminist leadership, wellbeing/self-care, health literacy, financial management, resource mobilisation, security, organisational development, strategic planning, and general knowledge building.
- There is evidence of expanded constituencies, with respondents reporting further outreach to hard-to-reach constituencies (e.g. rural constituents) due to increased visibility, outreach capacity, growth in confidence and an understanding of how to work with new constituencies and build relationships.
- There is ample evidence that CMI! has contributed to the articulation of political agendas among a variety of target groups including sex workers, trans people and disability groups among others.
- Finally, there is also evidence of CMI!'s contribution to facilitating new and/or deeper alliances at the local, national, regional and global levels both within and across movements and with other actors (donors, labour actors etc.).
- CMI!'s contribution to partners has extended their ability to conduct outreach with key constituencies in hard-to-reach areas.

Lobbying and advocacy: Shifting laws and policies

- The changes and challenges which emerged over the course of 2016-2019 were less new phenomena and more an **intensification of the trends which had already been visible**. The Consortium was therefore well placed to respond to these challenges, as this work was built on already developed advocacy and power analysis tools and approaches.
- CMI! fulfils a role of ensuring vigilance against attacks on women's rights in international and regional spaces, as well as integrating a feminist lens into discussions of closing civil society spaces.
- CMI!'s work with partners through capacity building, training and shared advocacy has contributed to strengthening partners' ability to articulate political demands and address them to the right duty holders. This, in turn, strengthened advocacy targets' perception of partners as legitimate counterparts in policy dialogues.

Lobbying and advocacy: Social norm change

- Social norms identified in the Baseline and subsequent context analyses remain relatively constant - change takes longer than 5 years.
- CMI! and partners have made interventions which are relevant to contributing towards social norm change, and some limited specific or community-level scale changes were observed.

Lobbying and advocacy: Control over resources and decisionmaking

- CMI! was able to leverage partnerships with key media outlets to disseminate and amplify the outcomes of their work. CMI! increased its social media presence and reached new audiences with their agendas and positions.
- CMI!, alongside partners, has responded to changes in the context on GBV and EJ policies, including by responding to the closing of civic space through innovative forms of activism and by circumventing the rise of fundamentalism on the national level by using international policy fora, including UN treaty bodies. There have been multiple victories in engaging with policy makers at the local, national, regional and international levels.

- CMI! has seen an increase of interest among donors in supporting women's rights in the past years. New funding initiatives, specifically designed to combat VAWG, GBV, resource WROs or fund gender equality, have appeared. CMI! has played a key role in shaping the set up and structure of these initiatives, including by ensuring that the voices of grassroots WROs are heard within the debate.

Added value of CMI! shared engagement

- An added value of CMI! is that it gives its partners a bigger network in which to seek funding. Thanks to CMI!, donors also have a better understanding of WHRDs, WROs and their needs as well as the debates in the feminist movements.
- CMI!'s ability to generate debates between actors in feminist movements is a contribution to the funding landscape. CMI!'s efforts to elevate voices of WROs and WHRDs who are marginalised in their movements contributes to shifting donor priorities and discourse.

Strategic partnership

- The Dutch MoFA played an important role in supporting the work of CMI! and its members in reaching the objectives set by the consortium. The MoFA used its presence in key international spaces to promote CMI! positions.
- Collaboration between CMI! and Dutch embassies has been challenging in several CMI! intervention countries and is an area for potential improvement both for CMI! and the MoFA.
- WO=MEN as a lobby partner targeting the Dutch government has played a role in ensuring that the objectives of CMI! were mainstreamed into the broader policies of the Dutch government.

Monitoring and evaluation

- CMI!'s monitoring and learning practice mainly builds on qualitative approaches. Quantitative information alongside the programme's indicators is collected mainly for reporting purposes.
- The programme's PMEL system needs to be strengthened in order to become a resource for assessment and learning on several aspects of CMI!'s Theory of Change. The current framework does not allow an in-depth assessment of contribution, impact on constituencies, social norm change. The way in which data is collected does not allow for an assessment of effectiveness in relation to a baseline or against the expectations of the consortium.

Enablers and barriers

- **Enablers** of this work included flexibility and co-creation nature of the support; Members extensive knowledge of the context and needs of the movements they support; and visibility/credibility due to having international partners. What enabled partners' operations in some contexts was whether a particular movement (e.g. sex workers in India or weavers in Guatemala) was already consolidated and well organised. CMI! was enabled in its work on SR by its existing relationships with key decision makers, such as UN bodies, and the Dutch MoFA, held by its members. CMI!'s ability to speak with a collective voice, its reputation as a knowledgeable partner and its direct access to grassroots movements and ability to bring those to donors were also enabling factors.
- **Barriers** to this work, especially relevant in the current context of the COVID-19 pandemic, surround the fact that most capacity building work is currently taking place online. Thus, issues related to digital security, access to the internet, resources and technology which partners may be struggling with become barriers. In addition, resources are always limited, whether short or longer-term. They also included lack of resources to reach constituencies and harmful social practices. The barriers to influencing donors' policies were predominantly external, such as an assumption among donors that feminist groups cannot absorb funds or do not have adequate management systems in place.

Pathways to Change: CMI! has enabled members to provide support through training & accompaniment, network & alliance building and exchange & dialogue. CMI! has also provided direct resources through Member's programmes in the form of security, opportunity and advocacy grants; and core, flexible and long-term funding. In the mapping of outcomes, changes were found at the level of each strategy included in the Theory of Change.

The sections below summarise the outcomes to which CMI! has contributed under each of the outcome areas specified in the programme's Theory of Change. The numbering of the sub-sections follows the numbering of outcome areas in the Theory of Change.

3.2.1. Effectiveness of CMI!'s intervention in Outcome area 1: Partners have improved skills and infrastructure to pursue their mission and grow in influence, scale and power

Evidence shows that CMI! has contributed to these changes through a variety of channels. Changes in capacity can be seen in relation to strengthening partners' financial management and economic empowerment, feminist leadership, wellbeing/self-care, health literacy, financial management, resource mobilisation, physical and digital security, monitoring & evaluation, organisational development, strategic planning, conflict resolution and general knowledge building.

According to data in IATI, a total of 1896 partners were found to be in possession of the 'relevant knowledge, skills and confidence to analyse, strategise and implement mobilising and advocacy work' (indicator 1.a). However, even though the briefings with members did not raise any points about a lack of effectiveness in any of the areas of work of CMI!, this data does not allow the ETE to conclude whether the quantitative outcomes are aligned with the original expectations. As no targets were articulated in qualitative or quantitative terms, there is no point of comparison to assess expectations. As the total number of partners who were supported by CMI! is not available in the PMEL systems of the consortium, it is not possible to give meaning to the figures in IATI.

How do CMI! Members map and communicate about changes in capacity?

CMI! reports on changes in capacity by mapping them against the programme's indicators. Therefore, this section follows the areas of capacity change as defined by CMI!.

Members communicate around emerging changes through sharing work plans and sometimes through discussions at the Bi-Annual consortium meetings. Stories of Change and change diaries are used to capture the effects of capacity building on individual partners. CMI! also collects data according to IATI indicators (see table below).⁴³ In the absence of a baseline aligned with these indicators, the numbers serve as a snapshot and guide to seeing the consortium's work in the implementation period, but do not illustrate a trajectory of change or offer opportunities for comparison. CMI! members each have their own practices and systems for assessing or discussing partner capacity. These are not shared or aligned within the consortium, and based on the interviews, members do not feel the need to implement a more structured capacity assessment for all interventions (e.g. by a repeated survey or an interview and survey based practice). CMI! reflects on changes in capacity through more qualitative, outcome and story-based approaches, such as Stories of Change. These points were raised in the baseline assessment and the CMI! response letter to the baseline. The evaluators agree that in many cases, these structured assessments would require considerable time investment for partners and members. At the same time, it is not clear whether they would offer comparable and insightful information, given the variability of interventions, and changes in partners who

⁴³ These numbers give us an idea of the ways in which members articulate changes in capacity, and which members look at which aspects. However, the ETE team understood from briefings with members that the numbers are understood as rough indicators: not necessarily corresponding to all outcomes, just those that are coded in IATI to a certain category. This data is not used in a cumulative form by the consortium (indeed the below table was compiled for the purposes of the ETE by collecting and collating information from partners, with assistance from the CMI! Secretariat). It is apparent from the analysis of interview data and IATI that several examples of outcomes under each indicator are not coded in IATI.

receive support from CMI!. At the same time, these numbers could serve as a basis for comparison and analysis to future collaborations.

Indicator	Unit of measurement	MC⁴	AWI D	JAS S	UAF LAC	UAF A	UAF	CRE A	Tota I
1.a Extent to which partners have the relevant knowledge, skills and confidence to analyse, strategise and implement mobilising and advocacy work.	# of partners which have the relevant knowledge, skills and confidence to analyse, strategise and implement mobilising and advocacy work.	76	803	373	125	214	34	271	1896
1.b Extent to which partners make use of a fundraising plan		31							31
1.c Extent to which partners make use of a communications plan	# of partners which make use of a communications plan	31					1		32
1.d Extent to which partners make use of a sufficiently elaborated PMEL plan									
1.e Extent to which partners operate a sufficiently elaborate financial system (audits / financial system)	# of partners which operate a sufficiently elaborate financial system (audits / financial system)	67			3				70
1.f Extent to which the necessary security systems/processes are in place	# of partners which have the necessary security systems/processes in place				26	61	4	6	97
1.g Extent to which partners confirm their physical, emotional/psychological or digital security in order to sustain their activism	# of partners which confirm their physical, emotional/psychological or digital security in order to sustain their activism				103	30	46		179
1.h Extent to which partners are planning, designing and/or adapting appropriate security arrangements at the individual or collective level to continue their activism	# of partners which are planning, designing and/or adapting appropriate security arrangements at the individual or collective level to continue their activism				90		4		94
2.a Increased number of members in partner constituency base	# of members in partner constituency base	266 28			130	131		60	269 49
2.b Increased number of events hosted						3		13	16
2.c Increased number of supporters in partner constituency base	# of new supporters in partner constituency base		4	84	30	75	300	51	544
2.d Level of engagement of partner community / constituency base	# of women mobilised for increased engagement in their communities for social change			46		22	18	127	213
3.a Increased number of political agendas jointly articulated by diverse women, girls and trans people activists (including across movements and borders)	# of cases political agendas jointly articulated by diverse women, girls and trans people activists (including across movements and borders)	5		7	60	7		13	92

⁴⁴ For Mama Cash, the indicators 1.a, 1.b and 1.e refer to the # of times reported (instances) rather than # of partners. For 4. a For Mama Cash, the number refers to instances partners reported being a member of one or more alliances. These are not necessarily new alliances.

3.b Extent to which articulated political agendas reflect sound structural analyses, shared understanding and solutions of partners involved	# of cases articulated political agendas reflect sound structural analyses, shared understanding and solutions of partners involved			75	75	2	5	22	179
4.a CMI! partners are member of increased number of alliances	# of CMI! partners are member of alliances	70		158	26	128	21		403
4b CMI! partners are member of increased diversity of alliances	# of partners reporting increased diversity		11	289			1		301
4.c Extent to which partners' political agenda is reflected in their alliances' political agendas	# of partners reporting political agenda is reflected in their alliances' political agendas			2	5	122	2		131

Financial management

Partners strengthened their skills and infrastructure needed to ensure sound financial management.

CMI!'s support took the form of funding or facilitating the provision of targeted training, which then was implemented within the organisations (supported through accompaniment in implementation); or funding the purchase of more advanced management systems. Interviews with partners and members as well as a review of the reporting show that this type of support was relevant and valued by partners in different regions and constituencies, as well as for individual organisations and networks.⁴⁵ For instance, a sex worker-led organisation in an African country supported by RUF through CMI! resources, received training on how to budget, produce financial reports and how to audit and that previously the organisation suffered from mismanagement. As a result, the partner reported improvements in their ability to manage the organisation's finances.⁴⁶ An indirect channel of contribution has emerged in the structures that are part of a grantmaking relationship. The monitoring captured 67 instances where partners, who were supported by CMI! through Mama Cash reported that they had a financial system or organisational audit in place. Several partners felt that their understanding of how to manage their finances had improved through the review process which was part of applying for funds.⁴⁷

Under CMI!'s economic justice work stream, the consortium has **contributed to the economic empowerment of partners and their constituencies** through knowledge, skills and infrastructure. For example, as part of CMI!'s work, UAF A supported a partner in Kenya to conduct a financial modelling and business consultancy clinic for women. Women entrepreneurs who attended the activities of the clinic reported better business literacy.⁴⁸ This channel of contribution illustrates the connection between CMI! and constituents: CMI!'s intervention has directly created resources for partners' communities.

Feminist leadership building

Partners **improved their skills in leadership which has supported both their personal and organisational development.** Interviews with partners and the in-depth research carried out for the case studies showed that feminist leadership training interventions contributed to outcomes at individual, organisational and network levels. CMI! trainings resulted in an increase in personal knowledge and understanding, but also enabled partners to challenge patriarchal power structures in their workplaces and creat networks of other feminist leaders.⁴⁹ The evaluation found that CMI!'s approach to feminist leadership strengthening has translated well across geographies and types of partners. Partners reported positive outcomes from feminist

⁴⁵ Interview - E3; A2/3

⁴⁶ Interview - K5

⁴⁷ Interview - F6, A23, A26, A27, A31, A35, A37

⁴⁸ UAF A - Workplan 2019

⁴⁹ Interviewee A28, JASS, 2018, ¡SOMOS MADERA DE HACHA! Sistematizando la Escuela de Alquimia Feminista, Honduras 2017-2018, p.10-11; Interviews G6; G7; G9; CREA capacity data

leadership strengthening in contexts as different as Mesoamerica and South Asia, and in areas of work including land rights, disability and trans people activist organisations.

Security (physical & digital)

Partners **increased their capacity to protect their physical and digital security** as a result of CMI!'s support. Data collected shows that 97 partners have the necessary security systems/processes in place while 179 partners confirm their physical, emotional/psychological or digital security in order to sustain their activism. In addition, 94 partners are planning, designing and/or adapting appropriate security arrangements at the individual or collective level to continue their activism.⁵⁰ The UAF Sisters funds support security through direct grants to partners leading to both immediate and longer-term outcomes in terms of increasing their security. In several cases, partners were able to continue their work as a result of increased security. Several organisations used CMI! resources to integrate safety infrastructure and conduct long-term security planning.⁵¹

Our Body Our Lives (OBOL) Campaign - Building feminist health & treatment literacy

In collaboration with activists involved in the OBOL Campaign, using CMI! resources, JASS and partners, COWLHA and MANERELA+, created the HIV Treatment Literacy Manual focusing on the woman's body.⁵² The manual aimed to increase the capacity of campaign members and their constituencies in Malawi at the district level through a feminist approach to health literacy. The manual applies a feminist perspective on what it means to be HIV positive and to be on treatment and preventative methods. In addition, the resource refers to the empowerment of women and the aspects of a woman's life that makes her vulnerable to contracting the disease.⁵³ JASS supported the activists in their strategic engagement with the Ministry of Health focusing on the roll out of a specific ARV which was deemed problematic for women of child bearing age and therefore they would not be able to access it. Partners' engagement contributed to a shift in the Ministry's approach: the Ministry commissioned additional research and eventually made the ARV was eventually accessible to women of child bearing age.⁵⁴ JASS facilitated these results by promoting the leadership of campaign activists to discuss issues affecting women and ensure that they are involved in the decentralisation process taking place as stakeholders at the district and local levels. Key influencing targets of the campaign saw this as the particular innovation and added value of partners' work, as many other organisations do not work with grassroots activists in this way.⁵⁵ CMI!'s support has strengthened the skills and knowledge of activists in training and supporting the women in their community on how to deal with their disease.⁵⁶ As articulated by one interviewee, the potential reach and impact of the manual could have been improved by translating it to local languages.⁵⁷

Wellbeing

Wellbeing is an important aspect of support to partners, especially considering the extremely challenging context in which they work. Many CMI! Members provide **holistic support which includes supporting the wellbeing of partners**. Evidence from partner interviews and document reviews suggests that this support has yielded results. Partners have strengthened their self-care strategies, emotional security and their ability to support each other in their networks.⁵⁸ Targeted interventions also improved the psychosocial wellbeing of some partners.

⁵⁰ Capacity data - under indicator 1.f, 1.g and 1.h respectively.

⁵¹ UAF Work plan - 2017, 2018

⁵² HIV Treatment Literacy Manual, 2018:

https://justassociates.org/sites/justassociates.org/files/treatment_litelancy_training_manual_for_print_23_oct_final_2018.pdf

⁵³ Interview - A10

⁵⁴ Interviews - A5, A6, A7, A9, A10

⁵⁵ Interview - A8

⁵⁶ Interview - A5, A6, A7

⁵⁷ Interview - A8

⁵⁸ JASS Work plan 2018; UAF LAC Work plan - 2019 interview - A2, A3; F13; F4;A31, A36; C3

Organisational development & strategic planning

Partners report improved organisational development capacity and skills in **strategic planning** as a result of direct training from CMI! Members and funding. Similar to the financial audits, some partners reported that the organisational assessments for grantmaking were useful for their own learning and improving their approaches to lobby and advocacy. Leadership training led to stronger organisational management and helped support a longer-term vision in some partners.⁵⁹

Fundraising

Interviews with partners, members and the available documentation indicate **improved skills and capacity in partners' resource mobilisation** with clear results in terms of getting support from new donors. CMI! Members further bring activists into contact with donors through regional gatherings, such as in the case of the JASS and UAF gathering 'Defending Rights in hostile Contexts'. This has been pointed out as especially useful before applying for funds, as it gives partners an opportunity to reach out informally and see what donors are looking for.⁶⁰

Monitoring & Evaluation

A handful of partners interviewed for the ETE referred to using CMI! resources to fund **monitoring** activities in their organisations. This information is not captured in the IATI reporting where no cases have been reported. Outcomes related to monitoring included partners being able to fund monitoring activities and the Spotlight initiative having a structured M&E plan with M&E tools.⁶¹ Finally, among CMI! Members, the M&E working group supported the process of learning between organisations and sharing experiences and tools. This, therefore, supported the building of capacity among Members.⁶² Compared to strategies such as feminist leadership building or wellbeing, however, members interviewed did not highlight building MEL capacity as a priority for the consortium. For instance, none of the members deliver direct capacity building programmes on it.

Reflection points - learning for future capacity building

Emerging narratives around CMI! Strategies

CMI!'s strategies were relevant for all capacity building outcomes. The ETE surfaced a few new narratives around these strategies, which can help articulate CMI!'s future assumptions and expectations around capacity building.

Building relationships that are between CMI! Members and partners have emerged as an important strategy that underpinned all other interventions.

The processes around applying for support have emerged as a pathway to strengthening capacity. Given this insight, CMI! could benefit from a strategic exchange about how financial and organisational assessments/audits are practised by members and explore ways in which this could be strengthened or further built upon in CMI!'s future work.

CMI!'s strategies, such as feminist leadership training and network building have been shown to lead to outcomes across multiple contexts and in different types of organisations - including land rights, disability and trans people activist partners. This indicates that the approaches used by CMI! are flexible and adaptable to a range of individual contexts.

Partners have become increasingly aware of the importance of crisis management plans in 2020, given the impact of COVID-19 on their work.⁶³ In the case of resourcing strategies, **flexibility** in how the partner spends and reports on core, long-term and short-term grants, was an important aspect in yielding results and

⁵⁹ JASS, Cuaderno de Alquimia 1, p.31

⁶⁰ KII on M&M, MTR

⁶¹ Interview - J3, J15 & Spotlight 1% Funding report. Interviews F6; K7; F31.

⁶² Interview - F31

⁶³ Interview - F15

allowing partners to respond to the needs that arise. This emergent need could inform CMI!'s future planning for capacity building. Given the challenging context for CMI!'s partners, one way of strengthening the long-term aspect of capacity building would be to define strategies that aim to increase the resilience and adaptability of partners.

The ETE found that some types of capacity building interventions are more closely aligned with the strategies, bodies of knowledge and tools, and expertise of CMI! members, and have shown larger clusters of outcomes. Security, wellbeing and feminist leadership were among the clusters with more outcomes, while few outcomes were found in relation to the articulation of strategic plans and monitoring and evaluation. No outcomes were reported with relation to communications plans. This might indicate a need to **reassess and prioritise** the types of capacity building that CMI! wishes to continue in the future.

Challenges in assessing capacity change

The assessment found some important gaps in the way in which CMI! collects and analyses capacity data. Consortium members each have different working definitions and practices to collect information related to CMI!'s indicators. The consortium also lacks an agreed upon set of targets or a shared articulation of the expectations related to the effects of CMI! strategies on partner capacity. These limitations have reduced the evaluator's ability to interpret the data.

The contribution of capacity building and accompaniment interventions is cumulative over time, and depends on several external factors, including other support and resources that each partner is receiving, as well as the internal and external context of organisations. The evaluation found no evidence of this information being systematically captured for CMI!'s capacity building interventions. This means that it is challenging to assess to what extent the outcomes of capacity building strategies are likely to continue in the future. The lack of expectations as well as internal context and external support sources also affected the consortium's ability to understand the effectiveness of capacity building and resourcing strategies and make decisions based on evidence.

Looking ahead

The demands and needs of partners are changing over time. For instance, UAF A notes a few shifts in the type of applications they are receiving from partners for CMI! support. Firstly, there is an evident change from a dependence on relocations of activists at risk to finding alternative long-term solutions by staying in the country where possible. Secondly, there is a shift in focus away from digital security to a more holistic approach as activists learn the importance of wellbeing and psychosocial support.⁶⁴ Even as the ETE found that CMI!'s strategies have been effective and adaptable to the context, it would be relevant for CMI! to reflect on other areas of capacity building where the needs of partners might be changing since the start of the programme.

There are several learnings from the capacity building work that may be of use in planning and carrying out similar work in the future. Firstly, the importance of core, flexible and long-term funding is crucial for partners. Several partners highlighted that they did not feel a hierarchy between them and CMI! Members and that they had full **agency to design activities in cooperation** with the Member rather than being told how to conduct programmes.⁶⁵ Long-term **core** funding enabled partners to define their own strategies in meeting challenges.⁶⁶ The **response rate** for rapid response grants was also seen to be important for organisations in times of crisis, especially when physical security and wellbeing were at risk.⁶⁷ Finally, the importance of **solidarity and visibility for partners** was also clear in the support provided by members, with partners often stating that being linked with any one of the CMI! Member's in and of itself facilitates the

⁶⁴ Interview - D13

⁶⁵ Examples: interviews - F13, K14, F16, F15, G7, F8.

⁶⁶ Examples: interviews - K7, K5, K2, C6.

⁶⁷ Examples: interviews - C5, C15, C18, D2.

achievement of results.⁶⁸

The ETE recommends CMI! To maintain and highlight these aspects of the programme in future planning and communication about the programme.

3.2.2. Effectiveness of CMI!'s intervention in Outcome area 2: Partners have the capacity to mobilise constituencies to create broad and inclusive bases of support for social change

The evaluation found evidence of expanded constituencies. Partners have strengthened their connections to constituencies through increased visibility, outreach capacity, growth in confidence and an understanding of how to build relationships and work with new constituencies. CMI!'s strategies related to strategic resourcing (especially core, long-term funding) and accompaniment have emerged as key pathways to contributing to these outcomes.

CMI! has supported sex workers in protecting their rights [Case study summary]

As articulated in the case study on Advancing Sex Worker's Human Rights⁶⁹, CMI! Members supported sex worker-led organisations in India to unite the movement and supporters to defeat the Anti-Trafficking Bill in 2019, a bill that would have impacted the wellbeing of an estimated 3 million sex worker.⁷⁰ CMI! partners lobbied at international, national and state level. They organised advocacy trainings for sex workers, contributed to newspaper articles and worked with the Office of the High Commissioner to issue a statement to the Indian Parliament. In response to the widespread opposition, the Indian government allowed the bill to lapse at the end of 2018. Further positive indications in India saw the national Human Rights Commission recognise sex work as informal work in newly launched guidelines in September 2020.⁷¹ CMI! Members contributed to this work by providing capacity building support, solidarity and long-term core funding to key sex worker-led organisations to skilfully lobby against the bill.

CMI! Support has contributed to **positive policy responses in critical situations for the SW movement**. For example, in India, CMI!'s combined strategies have strengthened the advocacy and visibility of partners around their COVID-19 response. As a result of partners' advocacy, sex workers have been included in the state-led food distribution programme

The database captured an increase of 26,949 members in partner constituency bases.⁷² Evidence collected from documents and during interviews indicate that CMI!'s partners have expanded their reach with constituencies in rural and other hard-to-reach areas. The quantitative data collected by CMI! Members show that there are 544 new supporters in partners' constituency bases and 166 women mobilised for increased engagement in their communities for social change.⁷³ In the absence of a baseline, a target or any other articulation of expectations from CMI!, this information is difficult to interpret.

The consortium does not track outcomes at the constituency level. Therefore, it is not possible to assess systematically which constituencies have benefited most from CMI! Support, and which ones are not being reached as much as expected, if any. However, some partners report persistent barriers to reaching constituencies due to lack of resources, harmful cultural practices and difficult terrain with some ethnic minorities continuing to be difficult for organisations to reach.⁷⁴

⁶⁸ Examples: interviews - K6, G12, F8.

⁶⁹ See case study on Advancing Sex Workers Human Rights - Annex 1

⁷⁰ Document review - Annual Report 2018

⁷¹ Anonymous interviewee

⁷² Again, the database numbers are difficult to interpret given that the last indicator for instance is largely due to the numbers reported by one member, while it can be expected based on the work plans that the work of other members also led to effects in constituencies, and no difference in the interventions immediately seems to explain the divergence.

⁷³ Member's consolidated capacity data under Indicator 2.a 2.c and 2.d respectively.

⁷⁴ Interview - A10, A6, A9, D6, F13, F16 (examples)

The evidence shows that CMI!'s contribution to partners has extended their ability to conduct outreach with key constituencies in hard-to-reach areas.⁷⁵ For example, a sex worker-led organisation in an African country receiving support from CMI! through both CREA and RUF reported that they are now working with more activists in rural areas, specifically 25 organisations across each region. They added that this helps in their advocacy effort as the government can see that it is not only cities where sex worker are active and experience issues.⁷⁶

Support from CMI! has equipped partners with knowledge that they have used to engage constituencies. This took the form of communications campaigns (in turn leading to stakeholders being more aware of their rights or sharing information in emergencies) and new outreach to engage with more individuals in these constituencies.⁷⁷ In turn, partners felt that outreach led to strengthening connections between constituency members and increasing the ability of constituents to articulate their needs. Through becoming more representative of communities, partners have also strengthened their credibility towards advocacy targets.⁷⁸

CMI! supported Guatemalan weavers in organising to affirm their intellectual rights [Case study summary]

In Guatemala, as articulated in the Weaver's case study, the Movimiento Nacional de Tejedoras Maya presented its demands to the Constitutional Court of Guatemala. It accused the Guatemalan state of failing to protect the clothing and textile designs of the country's Mayan weavers. The case launched a nation-wide debate on the rights of the weavers and built broad support for their cause. In October 2017, the Constitutional Court ruled in favour of the weaver's petition.⁷⁹ Partners highlighted that, had they not received the funding from CMI! (through UAF LAC), they would have still organised a national meeting of weavers in 2016, but with fewer participants (100 instead of 300), making it less representative of the collective demands and therefore possibly less credible to the court.⁸⁰

At the regional level, as articulated above and in the Weavers case study, as a result of a hearing at the IACHR and promotion at the national level, the IACHR issued a formal statement recommending that the State of Guatemala issue laws and measures to protect the cultural rights of women.⁸¹ Had they not received the funding from CMI!, the partners believe that one instead of eight weavers would have been able to attend, significantly diminishing the representativeness of the mission and the visibility of Mayan women in the audience at the hearing.

Reflection points

In summary, as a result of these changes, partners have extended their programming and advocacy in harder-to-reach locations, empowering and building knowledge with new constituencies in addition to building the strength of their advocacy through a wider-movement.⁸² Partners are now able to reach women and girls in need in new communities⁸³ and share key information with a broader group of stakeholders.⁸⁴ The ETE found narratives of stronger constituencies across geographical areas (including East Africa, Central America and South Asia) and across focus areas (Indigenous communities, sex worker rights). The ETE finds that the diversity of partners where CMI! has been effective under this outcome area indicates that CMI!'s strategies for constituency engagement translate well across geographical categories and focus areas. In conclusion, the ETE found that by supporting WROs and WHRDs, partners were able to expand their

⁷⁵ Weaver's Case Study - Annex X

⁷⁶ Interview - K5

⁷⁷ Interview - D4; Interview - A2/A3; UAF Work Plan 2017

⁷⁸ Interview - K10; Alquimia case study; F13; F9

⁷⁹ See Weaver's case study Annex 1 & Reformas a la Ley de Derecho de Autor y Derechos conexos 5247, https://www.congreso.gob.gt/detalle_pdf/iniciativas/4668#gsc.tab=0, accessed 15 October 2020

⁸⁰ See Weaver's case study Annex 1

⁸¹ Interview E17 & the Weavers Case study - Annex 1

⁸² Interview - K5

⁸³ Interview - F13

⁸⁴ Interview - D4

constituencies and strengthen their connections. However, the expectations and assumptions behind CMI!'s work in supporting constituency engagement were not clear, which limited the evaluation's ability to draw conclusions on the extent to which investment in this work stream has been effective. Articulating these connections, expectations and the possible goals behind strengthening partners' work with constituencies can help CMI! in framing this strategy in future work.

3.2.3. Effectiveness of CMI!'s intervention in Outcome area 3: Partners are aware of the political landscape and have a shared analysis of the structural factors and proposed resolutions

Evidence collected during the evaluation shows that CMI! has contributed to changes in partner's articulation of political agendas. Approximately 92 cases identified where political agendas were jointly articulated by diverse women, girls and trans people activists, including those across movements and borders. IATI data shows that 192 cases articulated political agendas and reflected sound structural analyses.⁸⁵ The data shows that 1896 partners have the relevant knowledge, skills and confidence to analyse, strategise and implement mobilisation and advocacy work.⁸⁶ These numbers are difficult to interpret as there is limited data to understand the causal link between CMI!'s interventions and these figures.⁸⁷ However, partners described having benefited from working with CMI! in several ways that would support the added value of CMI! in building knowledge and awareness.

Using the JASS power analysis tools to strengthen the articulation of political agendas

An increased understanding of the context also included **knowledge of the high-level theory and practices of power in society**. This includes an understanding of how society has kept power from marginalised groups, analysing this through the lens of gender, sexuality and rights. The most prominent example of this among the data is as a result of work done by JASS and CREA in the framework of CMI!. Partners reflect that JASS, using their power analysis tools, has supported their understanding of how to navigate their own contexts, both individually and organisationally.⁸⁸ Furthermore, the power analysis and advocacy tools support partners to become more agile in responding to the context accompanied by workshops (conducted in Kenya, South Africa, Bangkok & Jakarta). These workshops support partners (multiple stakeholders including sex workers) in challenging political narratives and strengthening their capacity to develop strategies based on the analysis of context, power, identifying invisible and hidden power and who holds it and risk.⁸⁹ The power analysis tools were also used in building the capacity of activists involved in the OBOL Campaign in Malawi. Interviewees reported that these resulted in an increased understanding of the power in society and how to deal with it including negative power from religious institutions, neighbours, husbands etc.⁹⁰ Despite requests for further trainings for women in rural areas and sex workers, due to a lack of resources, JASS has been unable to meet the high demand for workshops in response to these requests.⁹¹

CMI! Members played an **important convening role** by bringing key actors from the movement together to further strategise with evident results in how this has contributed to an improved articulation of political agendas. With CMI! support, UAF A provided an opportunity grant to an organisation in Kenya under the economic justice theme. They convened county women farmers to collect views on an impending finance bill, which were then submitted to the county governments. The views expressed included the need to reduce taxes on levies on fresh vegetable vendors and reduce cess at county borders for trucks carrying livestock, fish and fresh produce. As a result the finance bill was adjusted to include the views of women

⁸⁵ Capacity data - indicator 1.a

⁸⁶ Capacity data - indicator 3.b

⁸⁷ Capacity data - indicator 3.a

⁸⁸ Interviewees - A10, A2, A4

⁸⁹ JASS SEA_AER_Power and Contextual Analysis Workshop_Indonesia_Nov2019; JASS SEA_AER_Power and Leadership Workshop_Myanmar_March2019; JASS After event review 2019- FMB.

⁹⁰ Interview - A10

⁹¹ Interview - A10

farmers.⁹² In 2018 and 2019, CREA convened trans people activists and LBQ women from across East Africa to strengthen movement building by supporting the group to create common advocacy goals.⁹³ Finally, UAF LAC worked with a network of WHRDs working on LGBTIQ issues in Honduras where these groups were marginalised and discriminated against and their demands ignored. As a result of UAF LAC's support the organisation carried out mobilisation activities with young lesbian and bisexual women to create advocacy strategies that would reposition their issues on the political agenda.⁹⁴

Cross cutting - Feminists for a Binding Treaty

Since 2016, CMI!, led by AWID, has supported the establishment of a feminist group [F4BT or Feminists for a Binding Treaty]. This group influences the process under the United Nations Human Rights Council towards an internationally legally binding instrument to regulate transnational corporations and other business enterprises with respect to human rights. The overarching goal of this work is to ensure that corporate accountability is squarely on the agenda of women's rights organisations, to shed light on the scale and scope of corporate impunity worldwide, and to create momentum for groups interested in pursuing feminist visions for just economies. F4BT, which has grown from 15 members in 2017 to 30 members and 60 organisations worldwide in its e-list, works to give a voice to women from marginalised communities who are affected by corporate abuse. F4BT has succeeded in securing signatures of 376 feminist and allied organisations to a unified feminist statement for a binding treaty – a vital tool for advocacy, mobilisation and media efforts. Through the statement, F4BT has effectively demonstrated broad feminist support for the treaty, and helped to build long-term feminist alliances to challenge corporate power, both as part of the treaty process and beyond.

F4BT has succeeded in securing recognition of feminist demands by important actors in the treaty process, not only by civil society partners but also expert panellists and states, including Mexico, Uruguay, Namibia, South Africa, Ecuador and Palestine. The importance of a gender and human rights perspective was emphasised multiple times in the official report of the 2018 session and the 2019 revised draft included language that stemmed from lobbying and advocacy by the F4BT. Although the revised draft overall remains weak, two key tenets of effective respect for human and labour rights – human rights due diligence and access to remedy – feature prominently in the text.⁹⁵

Reflection points

Three of CMI!'s four strategies described in the ToC were relevant for this outcome area. There is ample evidence that CMI! has contributed to the articulation of political agendas among sex workers, trans people and disability groups among others. This was done through workshops, training, knowledge building, strategic events, advocacy and opportunity grants, core funding and the provision of relevant tools.

The ETE surfaced some additional detail on how the strategies in the ToC contributed to strengthening partners' ability to articulate agendas. Partners have strengthened their articulation of agendas through an increased understanding of the context or an ability to analyse the context, an increased understanding of power and who holds it and an increased capacity to create advocacy strategies.⁹⁶ In addition, by convening partners together with other actors in the movement, partners have increased their abilities to work together to articulate their political agenda or to support their constituencies in doing so.⁹⁷ Finally, by opening doors and facilitating partner's access to international spaces, CMI! has supported their ability to articulate political agendas to broader audiences. For example, through CMI! resources, UAF supported a network of human rights defenders in Nepal. They were able to articulate their political agendas through funding to hold elected women accountable to bring women's issues to the political forefront. Training and workshops

⁹² UAF A- Work plan 2019

⁹³ CREA Work Plan 2018 & 2019

⁹⁴ UAF LAC Work Plan 2017

⁹⁵ CMI! Annual Report 2019

⁹⁶ See Alquimia course case study - Annex 1.

⁹⁷ Interview - K8

supported by UAF resulted in increased knowledge, understanding of the issues they must protect in their positions and improved articulation of political agendas by the partner.⁹⁸

3.2.4. Effectiveness of CMI!'s intervention in Outcome area 4: Partners of the women's rights and other relevant movements are strengthened and build healthy and effective alliances

The evaluation has found evidence that CMI! has contributed to stronger alliances within movements and across movements through all four strategies defined in the Theory of Change.

The quantitative data collected by the consortium in its PMEL framework reveals that 403 CMI! partners are members of alliances and 301 partners report increased diversity of alliances.⁹⁹ Given the absence of a baseline or targets and expectations from the consortium, these numbers remain difficult to interpret. Little more is known about the alliances themselves or the ways in which they have changed, as the granularity of reporting does not make this possible at the level of the programme.

CMI! Members have contributed to the building of alliances within movements. Interviews with members, partners and allies, and the review of reflection documents (e.g. after action reviews) show that this happened through bringing together more established organisations with newer ones, organising exchanges of practices and cross-border convenings.¹⁰⁰ For example, CMI! resources enabled UAF LAC and AWID to coordinate a 2-day exchange of practices between WHRDs from Asia, Africa, Latin America and the US with an emphasis on care and integral protection. Through the exchange, organisations and activists were able to strengthen their alliances and networks in this space by sharing and coming to a mutual understanding of protection, care and well-being.¹⁰¹

There is also clear evidence to show CMI!'s contribution to **changes in alliances across movements**. In an African country under the GBV theme, CMI! supported a LBQ collective through CREA, in line with the collective's strategy, to create a closer community of activists in rural areas. They also invited them to meeting with sex worker activists, trans people and GNC groups who previously did not interact with each other.¹⁰² As a result these organisations that initially did not see eye-to-eye, and resisted working together, are now exploring possibilities of alliance building and collaborations.¹⁰³

CMI! has contributed to **building alliances between feminist movements and other actors** including donors, trade unions and religious leaders.¹⁰⁴ For example, support from CMI! facilitated alliance building between Indian sex worker-led organisations and trade unions, which has strengthened their advocacy both against the Anti-Trafficking Bill and in their journey to have sex work viewed as legitimate work. This in turn contributed to policy outcomes.¹⁰⁵

Reflection points

All four strategies of CMI! have been relevant for strengthening alliances. Knowledge products and capacity strengthening contributed to building partners' and allies' understanding of the importance of alliances in building a feminist movement. Strategic resourcing (flexible and core long-term funding) enabled partners to implement their own alliance building strategies. CMI! also contributed to this work by organising convenings and facilitating partners' access to international spaces, under the shared lobbying and advocacy strategy. At the same time, CMI! did not explicitly work on linking up partners with each other under either of these strategies. Given the breadth of CMI!'s partner network, strengthening connections between CMI! partners could further support the alliance's work toward its long-term goals.

⁹⁸ Change Diary, UAF, 2018.

⁹⁹ Capacity data - indicators 4.a and 4.b respectively.

¹⁰⁰ Interview - G9;D13; F11; case studies Alquimia, Advancing Sex Workers' Human Rights

¹⁰¹ UAF LAC - Work Plan 2018

¹⁰² Interview - G7

¹⁰³ CREA Work Plan - 2018

¹⁰⁴ Interview - D6 & UAF AWork Plan 2019

¹⁰⁵ See case study in Advancing Sex Worker's Human Rights - Annex X

3.2.5. Effectiveness of CMI!'s intervention in Outcome area 5: Social Norms: Social norms (including attitudes, values, beliefs, behaviours and practices), have shifted in support of women's, girls', and trans people's rights.

Assessing social norm change, especially as regards marginalised groups, has been a challenge for the consortium. CMI!'s Theory of Change does not include a definition of social norms or a framework to identify and assess those norms which are most relevant to the pursuit of the consortium's long-term objectives. The connection between CMI!'s strategies, the outcome areas included in the Theory of Change and social norms are not articulated in a way that would allow a systematic review of CMI!'s contribution to these changes.

CMI! engaged in direct lobby and advocacy efforts to advance agendas to eliminate gender-based violence, secure economic justice and promote sustainable resourcing for the rights of women, girls and trans people. To the extent that it is possible to see within the timeframe, these efforts contributed to shifting laws and policies, social norms and control over resources and decision-making in some contexts.

As social norm change takes a substantial amount of time, negative trends related to social norms remain largely in place.¹⁰⁶ The trends related to social norms identified in the baseline remain relevant, despite changes in the policy framework improving in some areas and some countries. The baseline identifies harmful social norms relating to the areas of focus of CMI!'s work: on GBV, rising fundamentalisms, marginalisation and violence against LGBTQI people and sex workers, violence against WHRDs, early and forced marriage. Furthermore, a lack of laws against GBV or lack of their implementation, etc. are still evident in most of CMI!'s focus countries. With regards to EJ, rising inequalities, state collusion with TNCs and corporate impunity leading to environmental degradation and dislocation of communities, remain present or have intensified.¹⁰⁷

This is not surprising given that social norm change takes a substantial amount of time, much longer than the duration of a four-year programme; the changes that occur in this domain are also not easily trackable. The key barrier to achieving changes remains the difficulty to change not only social norms, but the economic, financial and political systems which have no interest in amending the existing power dynamics or systems of economic exploitation. Nevertheless, CMI!, its members and partners have made interventions which are relevant to contributing towards social norm change. The ETE observed a few community-level changes which would be consistent with social norm change. These included sex workers reporting an increased sense of security and more respectful treatment from the police,¹⁰⁸ and traditional leaders taking women's GBV and EJ issues more seriously.¹⁰⁹

Composite indices such as the SIGI index referenced by CMI!'s frameworks, do not dedicate space to these marginalised groups. Most outcomes found in the mapping performed as part of the ETE were visible at the local or community level e.g. shifts in the attitudes of police, religious leaders or decision makers towards CMI! partners and their constituencies. This means that indicators looking at the country level might miss signs of progress or successful holding of the line. Social norm change is also highly complex and subject to wider trends as well as interventions from government, media, culture, CSOs and other social actors.

The difficulties in measuring social change and identifying CMI!'s contribution to it might mean that the expectations from the programme would need to be reassessed and articulated. CMI! would also benefit from a working definition of social norms and social norm change, and a template to map and discuss these in the current reflection tools. This would enable the consortium to gain more insight into the differences in social norms across the contexts where partners work, and understand where this can inform CMI!'s strategy, or whether monitoring this aspect of change is relevant or not for CMI! to invest resources in.

¹⁰⁶ The CMI! Baseline does not define social norms, but it notes that these include attitudes, values, beliefs, behaviours and practices. CMI! Baseline, p. 9.

¹⁰⁷ see context analysis in Section 1

¹⁰⁸ Interview K11, sex worker case study

¹⁰⁹ See vignette on the OBOL campaign

Partners have noted some initial shifts in how decisionmakers perceive WHRDs and WROs¹¹⁰

As mentioned in the context section above, WROs and WHRDs face significant threats to their work and activism as a result of anti-gender ideology, closing civil society spaces and anti-rights movements. Despite these bleak trends, some changes in the perception of **WROs** by decision makers at the local and national level could be observed in the context of CMI!'s work. These were captured through interviews with partners and case studies. For instance, in Malawi, the 'Our Bodies Our Lives' campaign around access to healthcare supported by JASS in the framework of CMI! has led to a shift in perception of women's organisations and HIV+ women as actors with voice and agency amongst traditional leaders.¹¹¹

CMI!'s advocacy in donor spaces was another example of shifting the perceptions of decisionmakers around the needs and legitimacy of WROs. Results at the level of shifting policies and control over resources and decision-making are evident from the launch of the Spotlight initiative, which has earmarked a specific proportion of funds for supporting WROs through country and regional programmes.¹¹² This suggests that WROs are seen by Spotlight founders as legitimate actors with a capacity to deliver on the initiative's stated goals.

The pathways through which CMI!'s strategies contributed towards these outcomes work were building solidarity and exchanging best practices between partner organisations in a country or region (e.g. through convenings such as the Honduras WHRD Network convening of more than 1200 WHRDs in Honduras through UAF LAC support in 2019); strengthening political analysis and advocacy capacities of partners (see Alquimia case study), and supporting and trusting movements to implement their own strategies (see the Mayan weavers case study). Several advocacy channels were used (including close cooperation, expert advice, as well as outward-facing strategic communications and campaigning), but also convenings such as Money and Movements which started and amplified new perspectives around strategic resourcing.

Some evidence was also found that relevant actors (civil society, public sector, corporate sector) had an **expanded understanding** of gender-based violence and women's economic rights. This was exemplified by a growing focus on eliminating GBV at the global level (see case study on the Spotlight initiative) and by relevant UN bodies making statements on WHRD protection (e.g. in the case of Berta Caceres in Honduras), and at the national level, governments committing to work on preventing attacks on WHRDs,¹¹³ GBV being recognised as an element of genocide in specific contexts,¹¹⁴ and women's struggles for their economic and intellectual property rights resulting in policy change (see Mayan Weavers' case study).

CMI! has contributed to the knowledge base around the situation of WHRDs. In collaboration CMI! members UAF LAC, AWID and JASS and 14 other organisations, under the EJ theme, produced and presented an analysis of cases of impunity in Chile, Ecuador, Brazil, Colombia, Guatemala, Paraguay and Honduras. The report was well received by international advocacy targets including the former UN SR on Environment and Human Rights, the UN SR on the Situation of HRD, the IACHR SR on Social, Economic, cultural and Environmental Rights and the IACHR SR on Human Rights Defenders.¹¹⁵ However, the ETE did not find evidence of how the content of the report influenced the work of these decisionmakers.

¹¹⁰ This section relates to indicator 5a : Relevant actors (civil society, public sector, corporate sector) see WHRDs as legitimate political actors have an expanded understanding of gender-based violence and women's economic rights

¹¹¹ See vignette on the OBOL campaign; Weavers case study

¹¹² Document review - 1% Funding Report, anonymous interviewee & discussed during sensemaking

¹¹³ UAF A WP 2018

¹¹⁴ Interview A15

¹¹⁵ UAF LAC Work plan 2018

3.2.6. Effectiveness of CMI!'s intervention in Outcome area 6: Policymakers and donors have incorporated demands by CMI! partners in relevant laws, policies and funding practices. The laws and policies are implemented.¹¹⁶

CMI! offers complementary funding streams to partners, contributing to more and better funding for partners

There is a complementarity of the work done by the different CMI! members in their provision of long-term, core and rapid response funding, tailored one-off or emergency support (e.g. COVID-19 emergency grants), training, long-term capacity building support, and solidarity action. It is important to note that those members who provide short-term or urgent response grants also contribute to long term goals of the consortium such as social norm or policy level change.¹¹⁷

The **flexibility of funding options** available within the CMI! consortium was already highlighted as a major added value in its mid-term review: *'flexible funding allowed members and partners to seize opportunities (and challenges) and adapt their work plans to maximise their strategic impact in dynamic contexts. WHRDs, in particular, viewed CMI!'s flexible funding as critical to their continued work.'*¹¹⁸ This ability to adapt to the needs of partners as well as refer partners to other CMI! members for support clearly differentiates the consortium from other donors.

Grantmaking to informal networks with CMI! resources allowed rapid response to challenges

UAF A's support to a network of women in Kenya is another example of a victory under the EJ theme. The group responded to an unanticipated situation related to the development of a new market area in one county, where women, despite representing 85% of informal vendors, were only allocated 24 out of 115 spots at the new market. Through advocacy by the group, the land allocation was changed with women granted 60% of the spots.¹¹⁹ The added value of UAF A's role in this case was the fast and relevant opportunity grant which supported the action, with CMI! resources.

CMI! has **contributed to more and better funding for grassroots WROs** through setting manageable requirements and processes for applying and managing the funding relationship. As a result, partners were able to receive funding even though they did not have the extensive documentation required by other donors. Over time, through capacity building they would build up their capacity, which would allow them to access funding from other sources, which had previously been unavailable to them.¹²⁰

A sense of partnership going beyond provision of funds has also allowed partners to grow: CMI! members informed their partners about training and funding possibilities, which allowed them to strengthen their organisations.¹²¹ Partner organisations highlighted the role that CMI! members had in supporting those organisations in getting more funds through other donors, for example by providing references for donor applications. This was deemed highly relevant for sex worker-led organisations in multiple contexts, who struggle with the infrastructure and skills needed to be eligible to receive funds from other donors.¹²²

CMI! filled a gap for funding where it supported partners' work economic, social and cultural rights, which

¹¹⁶ This section is related to indicators 6.a Resources and Decision-making: Partners have greater control over resources and decision-making.

6.b Increased number of donors funding women's, girls' and trans people people's rights

6.c More and better funding is secured for women's rights (quantity and quality)

¹¹⁷ See for example the Mayan weavers' case study

¹¹⁸ MTR p.6

¹¹⁹ UAF A - SoC - 2017 - EJ

¹²⁰ Interview - K5

¹²¹ Interviewee F3

¹²² Interview - K5, F4, F9

fail to fall under either development funding provided by bilaterals or human rights funding coming from INGOs. In this context, support provided for the struggle relating to these claims from CMI! (e.g. through UAF LAC) has been indispensable.¹²³ This flexibility in turn allowed partners to work with grassroots groups with even fewer resources and capacities than them - illiterate or lacking a legal entity.¹²⁴ Finally, CMI!'s advocacy with spotlight has created an instrument that will contribute significantly to the funding opportunities available to WROs (See Spotlight case study).

CMI!'s role in **knowledge building** on funding has been articulated by donors and experts in the field. In the sustainable resourcing thematic area, other prominent donors reflect that CMI! has an important role in helping them to understand how the funding is being perceived on the ground, what is working and what is not, and the funding modalities that work best.¹²⁵ The consortium's Money and Movements convening brought together donors, activists and movements to discuss how to better resource WROs. This laid a foundation of trust among donors (funds, multi- and bilaterals) and between donors and activists.¹²⁶ Allies and policymakers interviewed reported having made lasting connections with other donors and partners at M&M.¹²⁷ The convening allowed donors to gain a better understanding of the importance of cross movement work and visibilise and discuss about the differences in the political approach to important feminist struggles, such as sex work.¹²⁸

CMI! partners continue to advocate for policy and resourcing changes across policy areas despite persistent barriers to engagement

Partners' degree of success in engaging with political actors and other segments of civil society depended highly on the **context** in which they operated (e.g. how closed the civil society space is, what is the prevailing attitude towards WROs and feminist movements), the **approach** they took (formal dialogue with the government, protest action, informal networking), whether they are on the **peripheral of the women's movement**, or even outside of it (as is often the case of Indigenous women's groups fighting for the right to land and territory), whether they were an organisation operating at local/ national/ regional or international level, as well as other factors. Partners' advocacy strategies included judicial/legislative processes and advocacy around them, and information campaigns engaging with international, regional and local actors (Guatemala,¹²⁹ India¹³⁰Malawi¹³¹).

Partners representing marginalised segments of the women's movement meet additional challenges in advocacy. These partners often experience barriers due to being placed outside of the scope of the women's movement entirely. These include organisations and movements, advocating for on sex workers' rights or the rights of women with disabilities; or groups organising women or led by women but who may **not work on issues traditionally considered to be specifically 'women's or 'feminist' issues within their contexts**, such as the defence of land an territory and Indigenous rights. Indigenous women's movements may additionally face racism from within the rights-based/ women's movements as well as society as large. Grassroots organisations, those based outside of large urban centres, in rural or remote areas, face additional barriers in connecting to wider movements and accessing support and funding.

What enabled partners' operations in some contexts was whether a particular movement (e.g. sex workers in India or weavers in Guatemala) was **already consolidated and well organised**. Conversely, if grassroots organisations face a severe lack of resources, this could result in movements which are informal or based on loose networks, in turn lowering their capacity to engage with relevant actors. The fact that CMI! focuses on supporting these partners; and that support is offered in a flexible way in the form of long term, core and

¹²³ Interviewee E2

¹²⁴ Interviewee F5

¹²⁵ Interview - B13

¹²⁶ Interview F20

¹²⁷ Interview J12

¹²⁸ AAR 2018

¹²⁹ See Mayan weavers case study

¹³⁰ see sex workers case study

¹³¹ see vignette on the OBOL campaign

flexible support; rapid response funding; and support across all aspects of organisational strengthening and advocacy; is therefore highly significant and relevant in addressing their needs.

CMI! played an important role in supporting partners in taking relevant actions towards bringing about social norm change on EJ. In the case of the Mayan weavers' movement, this was done through the provision of funding for key work and supporting it with visibility and dissemination, in full trust and understanding that it is the partners themselves who know the best approach to take in their context.

There is also a potential for CMI! contributing to EJ norm change through filling knowledge gaps, as is the case with CMI! enabling AWID's 2017 report on Illicit Financial Flows (IFF).¹³² The IFF methodology, aims to make feminist analysis on IFFs more accessible to feminist and social justice movements so that they can contribute and claim those resources for gender, economic and social justice. CMI! is also working on increasing awareness of the implications of trans-national capital in economic exploitation, environmental degradation and abuse of Indigenous rights through investigative research on extractive industries and public/private funding, reporting and communications materials on extractives. This work was ongoing at the time of writing.¹³³

CMI! has seen success in using media partnerships to lift the narratives of partners.¹³⁴

CMI! and its members were able to leverage partnerships with key media outlets to disseminate and amplify the outcomes of their work. CMI! members increased the social media presence and reached new audiences with their agendas and positions.

Through CMI!'s Knowledge building and Strategic Communication intervention, AWID and Mama Cash partnered **with The Guardian and OpenDemocracy** (but also Open Global Rights, IPS, Trans-National Institute) have resulted in **high quality reporting** on issues related to women's rights and the wide dissemination of agendas and positions articulated by CMI!. CMI! also supported research initiatives, to build and share knowledge supporting the advocacy work on its key themes. In addition to increasing the visibility of CMI!'s work, this also had a beneficial effect on the journalist community funding high-quality independent investigative journalism.¹³⁵

With regards to online and social media, **CMI! members reported a growing presence** across Facebook, Twitter, Instagram and LinkedIn. As their social media channels continue to grow, it allows their and their partners' work to reach new audiences.¹³⁶ In 2019, CMI! (through UAF LAC) launched a web series that honors the struggles of WHRDs defending land, territories and common goods, which reached over 9.000 people on social media visibilising contexts of political crisis, armed conflict and extractive projects.

At national level, interviewees reported positive outcomes from work with media and journalists on sex worker rights issues.¹³⁷ CMI! advocacy messages and strategic communications has been disseminated and implemented by UAF LAC in the Mesoamerican region through community radios that broadcast in Indigenous languages.

In conclusion, the strategy around media engagement contributed to promoting agendas and positions articulated by CMI!. Given the positive feedback on media engagement in increasing the visibility of members' and partners' work, this is an area for further consideration for the future work of CMI!.

Reflection points

CMI! has been able to utilise their existing positioning in the political and funding landscape to respond to

¹³² AWID, 2017, Illicit Financial Flows (IFF) Report

¹³³ 2018 AAR extractives

¹³⁴ Related to indicator 5b Media promote agendas and positions articulated by the CMI! alliance

¹³⁵ CMI! 2017/18 annual report, Mama Cash Work Plan 2017

¹³⁶ Capacity data doc

¹³⁷ See sex worker case study

the ongoing challenges to women's rights in international and regional spaces. CMI! is well equipped to support its partners to access these spaces, when necessary, and has a track record of supporting their lobby and advocacy work at the national and local levels through funding and capacity building. CMI! and its partners' lobbying and advocacy has led to a shift in laws and policies, and control over resources and decision-making in some contexts, suggesting that the consortium's approach to this area of work is adequate and responds well to the context and needs of the partners.

3.2.7. Effectiveness of CMI!'s intervention in Outcome area 7: Partners have greater control over resources, including more and better funding, and decision-making¹³⁸

CMI! members and partners have seen some success in connecting national and supranational levels of advocacy with grassroots movements

CMI! Members and partners have contributed to **advances in supranational/national/regional/local policies**. These are illustrated through the vignettes in this report, which each draw out an example of CMI! victories.

Shifting UN language on bodily autonomy

CMI! has contributed to the work to oppose anti-rights groups and fundamentalism. AWID's involvement in the Steering Committee for the CSW62 Youth Dialogue (as part of CMI!'s ToC) contributed to a more progressive outcome document and more diverse participation screening out anti-rights groups.¹³⁹In 2019 at the HRC, AWID also played a role in having language included in the Discrimination Against Women and Girls (DAWG) resolution to highlight the impact of fundamentalisms and linkages between the discriminatory deprivation of liberty and women's and girls' ability to exercise of their sexual and reproductive rights and bodily autonomy. The use of the phrase 'bodily autonomy' was significant for a UN Resolution as that is an important feminist frame of analysis.¹⁴⁰

The evaluation found a few instances of CMI! creating links between national movements and regional levels to influence regional and UN processes. This was especially visible for enabling the sex worker movement in interacting with UN treaty bodies. These have included connecting partners with UN processes, like shadow reporting at CEDAW, being official speakers at CSW¹⁴¹ or testifying at ILO.¹⁴²and submit a shadow report to challenge the state's policies towards sex workers. The policy outcomes met partners' expectations, including removing the mandatory HIV testing of sex workers.¹⁴³ With CMI!'s support in capacity strengthening, core, flexible funding and rapid response grants, as well as through convenings and shared advocacy, the partners were also able to build on these international changes in their national advocacy. A WRO in an African country, supported by CMI! is now working towards decriminalisation of sex work, using the CEDAW recommendations as one of their advocacy tools.¹⁴⁴ CMI! enabled member CREA's contribution to partner's success in this process by convening key actors and supporting the submission of the shadow report.¹⁴⁵

The evaluation found only one example of UN actors speaking out on behalf of WHRDs at risk (indicator 7.b) where contribution of CMI! has been visible (see text box on response to the murder of Berta Caceres).

¹³⁸ This section is linked to indicators 7.a Policies and Laws: Relevant policy actors have incorporated CMI! members' and partners' demands for changes in the areas of GBV and EJ in their policy agendas; 7.b UN and relevant regional processes (within their mandates) recognise and act on critical situations for activists at risk.

¹³⁹ AWID Change Diary 2019

¹⁴⁰ See capacity data document & <https://www.awid.org/news-and-analysis/hrc41-critical-gains-despite-backlash>

¹⁴¹ AWID Work plan 2019

¹⁴² Mama Cash Work Plan 2018 & SoC)See case study on Advancing Sex Worker's Human Rights - Annex 1

¹⁴³ See case study on Advancing Sex Worker's Human Rights - Annex 1

¹⁴⁴ Anonymous interviewee

¹⁴⁵ Anonymous interviewee

While CMI! has supported fact-finding, raising the visibility of WHRDs and facilitating communications between WHRDs and the UN, this type of direct influence on action has not been captured by the consortium. The ETE found that CMI!'s advocacy and knowledge building in support of WHRDs does not focus on advocating for UN statements on recognising or acting for specific WHRDs. This might mean that the ambition of this outcome is too specific and should be rephrased (e.g. to include outcomes related to visibility of WHRDs work, or the policy frameworks covering WHRDs).

Advocacy for justice for Berta Cáceres

In 2016, Berta Cáceres, a globally recognized Indigenous WHRD from Honduras was assassinated for her work to stop a dam that threatened her community. CMI! members and partners raised public visibility of this brutal human rights violation through mainstream media (e.g., the Guardian), and organised meetings between a Honduran delegation (representing Cáceres' organisation and family) and Dutch officials and government missions. Since then, CMI! participated in many activities with Berta's family and community, providing political accompaniment, solidarity and support. CMI! accompanied Berta's daughters to New York and Washington in 2017 for an advocacy mission around the anniversary of their mother's death and continued coordinating activism around the anniversaries in the following years.¹⁴⁶

In part due to CMI! lobbying and advocacy efforts, and particularly the consortium's ability to leverage its close relationship with the Dutch MoFA, the Dutch and Finnish development banks which had helped finance the dam which Berta and her community had decided to withdraw from funding the project. Other NGOs and consortia (for example GAGGA and Both End in the Netherlands, but INGOs such as Amnesty International, Oxfam, Front Line Defenders and others, and independent media also contributed to advocacy for policy answers to the murder.

There has been an increase of interest among donors in supporting women's rights¹⁴⁷

New funding initiatives specifically designed to combat VAWG, GBV, resource WROs or fund gender equality have appeared. CMI! has played a key role in shaping the set up and structure of these initiatives, including by ensuring that the voices of grassroots WROs are heard within the debate.

The past years have seen an unusual rise in the level of interest in and commitment from bilateral donors to support women's rights and initiatives perceived as 'feminist'.¹⁴⁸ This was also noted by CMI! members, who observed an increased donor awareness and support for women's groups that are affected by closing civil society.¹⁴⁹ This is exemplified, for example, by the 2017 theme of IHRFG's New York Conference: global trends of closing civic space and rising authoritarianism which included a workshop on Closing Civil Society Space and Feminist Organizing - donors' new strategies for supporting human rights movements in this challenging environment, in which CMI! was represented by Mama Cash, UAF and UAF LAC presenting a report on the gendered aspect of closing space in six countries.¹⁵⁰

At the same time, donors reported having started to have conversations on issues such as risk-taking and novel ways of evaluating the effectiveness of an intervention, as well as the positioning of organisations they fund (e.g. the Global North vs. the Global South).¹⁵¹ The issue of cross-sectoral work, and intersections between climate, gender and racial justice movements, highlighting the issue of fighting against a common enemy - a system which exploits those most vulnerable - have come to the fore.¹⁵² This cross-movement

¹⁴⁶ JASS 2017 WP, JASS Meso input to ETE

¹⁴⁷ This section relates to indicator 7.c Funders include right-based or gender approaches in their work

¹⁴⁸ Interview B3

¹⁴⁹ UAF 2017 WP

¹⁵⁰ UAF LAC 2017 WP, UAF WP 2017; Mama Cash and UAF (2017) Report: Standing Firm: Women- and Trans-Led Organisations Respond to Closing Space for Civil Society; https://www.mamacash.org/media/publications/mc_closing_space_report_def.pdf

¹⁵¹ Interview J12

¹⁵² Interview J12, J14, F20

conversation has also encouraged a dialogue between donors working within the different spaces and an exchange of experiences on practices such as participatory grantmaking. While these changes cannot be solely contributed to CMI!, the ETE finds it plausible that the consortium's direct lobbying and advocacy has resonated with other driving factors and contributed to the wider shifts in the donor community.

Donors interviewed for the ETE suggested that as discussions shifted in the context of a deepening economic crisis, a rebalancing of funds was bound to take place, with governments opting to spend more on addressing domestic inequalities and externally trending towards coordinated stimulus packages, humanitarian aid, food sovereignty and poverty alleviation, bringing about further debates on who is worthy of this new support and who is not.¹⁵³ This might suggest that there is a need to shift towards local resource mobilisation and fostering communities to resource their own activism, as their dependence on government funding risks leading to movement capture.¹⁵⁴

CMI! advocacy on sustainable resourcing has contributed to changes in several new funding instruments

The most significant new additions to the funding landscape for WROs have been the Leading from the South Fund (funded by the Dutch government), the UN's Spotlight Initiative and Equality Fund in Canada. These three structures have been influenced and informed by CMI!'s work. Following CMI! advocacy, Spotlight's decision making includes the participation of WROs and feminist organisations and the fund foresees a separate pillar of funding for grassroots WROs. The shape of Equality Fund Canada was informed by the Money and Movements gathering organised by CMI! and expert advice from CMI! member AWID.¹⁵⁵ As a result of CMI! advocacy, the Dutch MoFA set up the Leading from the South Fund, which aims to support WROs and women's movements in the global South. This fund is jointly managed by women's funds, reflecting CMI! advocacy on sustainable resourcing.

CMI!'s advocacy to ensure that Spotlight provides funding for WROs built on several channels, which strengthened the consortium's influence. sending public letters, issuing formal public recommendations, fostering informal relationships and relationship building with the Spotlight secretariat through regular meetings. It extended to operational advice, such as promoting the M&E role of the of the reference groups and promoting WRO's and feminist activists to sit on them, as well as the GRG.

CMI!'s approach to advocating in the funding landscape builds on the diversity of the consortium (bringing together organisations with different profiles; and their partners). Through this diversity, CMI! can bring diverse perspectives to debates on sustainable resourcing, acting as a connector between WROs and different types of donors. While a full analysis of the advocacy of other actors in this space was beyond the scope of the ETE, members, allies and policymakers reflected that CMI!'s initiatives were unique in this connector role. CMI! supported the building of relationships between partners and donors. For example through the M&M convening and through linking partners with other donors to support their resource mobilisation activities, which then contributed to changes in the discourse around funding women's movements.¹⁵⁶ CMI! has played a role in educating donors on the needs of WROs in different regions and contexts,¹⁵⁷ highlighting the lack of funding to feminist movements and the importance of providing flexible funding to support feminist activism. underfunding and persisting inequalities, including within middle-income countries and the importance of flexibility in adjusting to context and unforeseen developments. CMI!'s work around the Spotlight Initiative is a good example of **increasing partners capacity to hold donors to account** and ensure resources are mobilised for WROs and feminist organisations that are working on GBV on the ground.¹⁵⁸¹⁵⁹

¹⁵³ Interview B3, J14

¹⁵⁴ Interview J14

¹⁵⁵ Interview B13, B3

¹⁵⁶ See above under E1.1 - Capacity building - resource mobilisation pg X

¹⁵⁷ Interview D15

¹⁵⁸ Spotlight Initiative case study - see Annex 1

¹⁵⁹ Interview - D7

CMI!'s work on engaging and advocating with the donor communities around feminist funding principles has often taken place at convenings and conferences. CMI! has played a role by creating spaces (e.g. the Money and Movements convening) where conversations can take place.¹⁶⁰ This **debate generating function** of CMI! is another key contribution to the funding landscape: donors reported gaining new ideas relating to sustainable resourcing as a result of the M&M convening and moving towards redefining their understanding risk in relation to sporting certain types of organisations.¹⁶¹ The convening further launched the idea of a funding ecosystem with many interdependent parts, making it 'click' for the first time for many of those present.¹⁶² Following the convening, CMI! was approached by Equality Fund Canada to contribute to the shaping of the then emerging new fund.¹⁶³ In situations where these events will not be organised, the consortium will have to revise its strategy and find other ways to achieve the networking and knowledge disseminating work that was traditionally done in-person.

Both the most important victories and disappointments on influencing donors' policies by CMI! relate to the lobby and advocacy work on the Spotlight Initiative. The inclusion of WROs and feminist activists in the governing structure of Spotlight, as well as a dedicated funding stream to WROs within the instrument are positive outcomes of CMI! interventions and advocacy activities. The impact of the increased funding provided by Spotlight and specifically through its. In addition, despite continuous advocacy, CMI! was not able to change Spotlight's decision to not allow sub-granting by women's funds and core Spotlight funds continue to be processed through the UN system.¹⁶⁴ Pillar 6 is likely to benefit national-level and grassroots WROs. At the same time, the funding will have a neutral effect on women's funds and therefore indirectly their partners, as the initiative does not foresee sub-granting through women's funds. Some organisations which are currently absorbing substantial amounts of funding towards VAWG and GBV elimination, such as INGOs, may see some of their funding streams directed away towards grassroots groups.

Reflection points

The ETE found that CMI!'s overall added value is their combined use of the four strategies defined in the Theory of Change) to reach results. This was visible for example in working with the sex worker movement - working with the community, strengthening their capacity, offering core and flexible funding making sure they have access to new platforms, making space for marginalised people to speak out and thereby creating changes.¹⁶⁵ In supporting partners to engage with complex international processes, accompaniment through all steps of participation to policy platforms and support to the formation of new alliances have been a key element to this contribution.¹⁶⁶

The focus on advocacy has most often been on protecting existing laws and policies, or achieving changes to them. In some cases, success has taken the form of holding the line - instances where the status quo is protected, rights upheld (if not advanced), or the negative outcomes of trends and policies have been mitigated or managed. For example, CMI!'s support to the sex worker movement during the CEDAW process, CMI! contributed to UN Women abstaining from creating a new policy that members found would have most likely been anti-sex work. The evaluation found no instances of programmes focusing on implementation and monitoring of policies. The OECD's SIGI analysis of policy frameworks affecting women around GBV and EJ shows that these frameworks are increasingly advancing in CMI! programme countries. This raises the question of the future focus and added value of CMI! in monitoring and advocating for implementation of policies.

Working together amplifies CMI!'s collective voice and that of the constituencies it supports, especially when members clarify their specific roles and build on the expertise, constituencies, and strengths of each

¹⁶⁰ Sensemaking workshop 2.

¹⁶¹ Interview J12

¹⁶² Interview F20, B3

¹⁶³ Interview B3

¹⁶⁴ For more detail, see the Spotlight case study

¹⁶⁵ Interview - F20

¹⁶⁶ MTR - P11

member.¹⁶⁷ The consortium's mid-term review had already highlighted that CMI!'s coordinated, collaborative action enhances the possibilities to access and influence key actors in the system.¹⁶⁸

The outcomes achieved by CMI! and its partners are not treated as a *fait accompli* but rather as a basis for further work and demanding more profound and radical change, which reflects CMI!'s Theory of Change. CMI! have a long-term vision of the world they want to see and their approach to achieving it.

CMI! has built on several pathways to change in advocacy for sustainable resourcing. CMI! has **influenced the funding landscape**, including through shifting the amount of money given directly to WROs and increasing the accessibility of funding. The open statement regarding the Accessibility of Spotlight initiative Funding¹⁶⁹ made by the consortium in 2019 has led to an EU and UN official response¹⁷⁰ and subsequent change of policy. The consortium advocacy for 'more and better' funding also ensured that the Dutch MoFA set up the Leading from the South Fund with a feminist management and leadership from the Global South, directly resourcing WROs.¹⁷¹

Through its SR work and engagement with donors, CMI! is seen as **making the voices of movements heard** in the funding world;¹⁷² it links the movement agenda to the funding agenda, pushing for donors to be more accessible to feminist movements.¹⁷³ Donors stated that CMI! advocacy was helpful to them in pushing for changes in how they shape and implement their funding mechanisms, e.g. the process of outreach to WHRDs and women's grassroots organisations.¹⁷⁴ At the same time, CMI!'s advocacy goes beyond policy and aims to change goals, structures and behaviour. This is a large-scale and long-term change and the consortium will benefit from a clear articulation of its goals and scope of contribution in the wider context of development funding policies.¹⁷⁵

The networks and profile of CMI! members were key enablers of CMI!'s advocacy for sustainable resourcing. CMI! members hold leadership positions in funder networks where they can influence debates and strategic priorities, thereby influencing decision making.¹⁷⁶ The fact that CMI! brings a coherent message to donors is a further contributing factor: members felt that as a global consortium CMI! has a possibility of voicing a bold feminist vision and criticising donors even if they are providing them with resources, as it is not just one organisation carrying the message and suffering the potential consequences.¹⁷⁷

At the international and at times at the EU level, CMI!'s close relationship with the Dutch MoFA has amplified to the consortium's voice and leverage. The presence of a national-level and well-connected member, WO=MEN, who is actively engaged in advocacy towards policy-makers in the Netherlands, has certainly contributed to these gains. As such, the Strategic Partnership has enabled this work.

CMI!'s shared lobbying and advocacy outcomes took place at the national and international level. The consortium has not developed a regional advocacy strategy. This could be a next step in realising CMI!'s connector role between national-regional and international levels.

The funding landscape for CMI! partners remains challenging. Overall, CMI! partners did not report an increase in funding, and some have even reported a decrease of income or availability of resources for their organisations.¹⁷⁸

¹⁶⁷ AAR 2018 UAF Advocacy (UN, spotlight)

¹⁶⁸ MTR, p.12, AAR 2018 UAF Advocacy (UN, spotlight)

¹⁶⁹ CMI! Open Statement - Accessibility of Spotlight Initiative Funding:

<https://www.mamacash.org/en/open-statement-regarding-accessibility-of-spotlight-initiative-funding>

¹⁷⁰ Spotlight initiative Open Letter to CMI! Consortium - April 2020

<https://www.spotlightinitiative.org/publications/spotlight-initiative-response-open-letter-count-me-consortium>

¹⁷¹ Annual report 2016

¹⁷² Interview D14

¹⁷³ Interview F19

¹⁷⁴ Interview J7

¹⁷⁵ Interview J14

¹⁷⁶ Interview F20

¹⁷⁷ Interview B7

¹⁷⁸ Interview D6, F3, K8

CMI! partners felt that the inflexibility of donors presented a challenge to them. The administrative and managerial work involved in adapting strategies and shifting funds to different activities from those originally earmarked was perceived as stifling for grassroots WROs.¹⁷⁹

This finding seems to contradict the promising new developments in the donor community. However, it likely indicates that changes in the structure of available funding take time to arrive at the level of grassroots WROs. As a consequence, CMI! could strengthen the consortium's future strategy by reflecting on the role of CMI! in advocating for the sustainability of these promising changes, as well as in monitoring/reviewing their implementation and how they arrive at the level of grassroots organisations.

3.2.8 MoFA as a strategic partner and WO=MEN as lobby partner played important roles in supporting CMI!'s advocacy

The Dutch MoFA played an important role in supporting the work of CMI! and its members in reaching the objectives set by the consortium. The MoFA used its presence in key international spaces to promote CMI! positions. For example, CMI! advocacy towards the EU on the Spotlight Initiative was also championed by the Dutch MoFA.¹⁸⁰ In 2019, the support of the the Dutch government was crucial for CMI! to allow it to organize one of the first official side events at the CSW on the topic of sex work from a sex worker rights' perspective.¹⁸¹ In the context of the F4BT campaign, the Netherlands played an important role in ensuring that a gender and human rights perspective was incorporated. The relationship between CMI! and the MoFA is felt to have been strengthened over the time of the programme and to be now built on trust, enabling an honest and critical dialogue, including at the highest levels.¹⁸²

Collaboration between CMI! and Dutch embassies has been challenging in several CMI! intervention countries and is an area for potential improvement both for CMI! and the MoFA.¹⁸³ Interviewees from the MoFA felt that CMI! has not always been able to establish a relationship with embassies. They highlighted that consortium members did not introduce themselves to embassies, present their work or partners on the ground. Even where partner details are confidential, it was felt by the MoFA that a general indication of presence and orientation of the work would have been useful to the embassy's own work. As embassies monitor the human and women's rights situation on the ground, these relationships were felt to be strategic to both parties. It was felt by the MoFA that a lack of exchange at this level could lead to tensions in the future and was a missed opportunity to strengthen the profile of the women's movement. The situation is not facilitated by the regular rotation of staff in embassies, which means that relationships need to be regularly renewed, and their quality can depend on the capacity and commitment of a given individual.¹⁸⁴ As partner organisations may be based in remote regions, communication may be difficult, the role of the embassy unclear. Finally, some diplomats may lack an understanding of the challenges faced by remote WHRDs and WROs or the specificity of rapid response funding. This problem is further intensified when it comes to regional embassies which cover several countries in each area and thus have no presence on the ground in most of the countries concerned.¹⁸⁵

The evaluation also brought up examples of good practices of work with embassies where the connection between CMI! and the Dutch embassy helped support partners' advocacy. For instance in Kenya, thanks to an embassy staff member who was committed to women's rights and gender equality, spaces for discussion between the government and CMI! partner grassroots groups were opened.¹⁸⁶

WO=MEN as a lobby partner targeting the Dutch government has played a role in ensuring that the objectives of CMI! were mainstreamed into the broader policies of the Dutch government. While the

¹⁷⁹ Interview D3, SR session at the biannual

¹⁸⁰ Interview F20, Spotlight case study

¹⁸¹ Capacity data doc, AWID

¹⁸² Interview I8

¹⁸³ Interview F20

¹⁸⁴ Interview F20, B3, JASS input to ETE consultants 21 Oct 2020

¹⁸⁵ Interview A15

¹⁸⁶ Interview F20

consortium as such is not very visible in its advocacy towards the government, WO=MEN is seen as an active and present player connecting the domestic and international levels of the consortium's work.¹⁸⁷ This connective aspect and WO=MEN's ability to intervene directly at political level is key for CMI! given the substantial role of Dutch actors involved in harmful extractive projects (e.g. Shell).¹⁸⁸ CMI!'s engagement with the Dutch government through WO=MEN has contributed to the prioritisation of women's rights and gender justice in the government coalition agreement. This agreement is a crucial achievement given the importance of the Dutch government as a donor to women's organisations and gender justice causes worldwide. Therefore, a loss of support from the Dutch government could mean a loss of funding for many WHRDs, especially those most marginalised.¹⁸⁹ Through WO=MEN, CMI! has also successfully lobbied for the adoption by the Dutch government of a new framework for funding civil society. This framework has an increased budget and a definition of gender equality which includes LGBTI and goes beyond a binary division of men and women.¹⁹⁰ WO=MEN successfully channelled CMI!'s advocacy in the Dutch Fund for Climate and Development, contributing to women's rights and gender equality becoming central to the Fund's Theory of Change. Finally, WO=MEN's advocacy on behalf of CMI! contributed to improving the implementation of the CEDAW General Recommendation 32 within the Dutch Foreign and Security Policies.¹⁹¹

3.2.9 Monitoring, evaluation and learning

CMI! has put considerable effort into creating a PMEL working group and system. The ETE found that the qualitative, narrative- and outcome- based approaches have been perceived by members as useful in telling the story of CMI!'s contribution to changes in partners' lives and policy processes over time. These practices were applied across the consortium. Quantitative approaches and detailed indicators were felt by members to have limited usefulness and relevance for CMI!'s work as they are not well aligned with the relational and intangible or qualitative nature of many of the changes sought by CMI!. Therefore, quantitative indicators were mainly tracked for reporting purposes.¹⁹²

CMI! gathers valuable in-depth insights using **narrative approaches**. These often focus on the experience of single partners or clusters of partners or following the work of a workstream within CMI! (e.g. coordination around a single policy process or response to an event). After Action reviews, Stories of Change and Change diaries are useful narrative/outcome-based tools in understanding CMI!'s work. At the same time, the information collected through these approaches has limitations in understanding some aspects of the effectiveness of CMI!, such as the demographics and evolution of CMI!'s partners; or whether the type, amount and effectiveness of capacity building support meets the consortium's expectations.

Members have made significant efforts to collect at least some quantitative information alongside the indicators in the PMEL framework. However, given the different formats and practices of data collection, information is **principally collected for the purposes of reporting** and not for dialogue and decision making about CMI! strategy. The effort that collation and reporting takes has the unfortunate effect of making monitoring and assessment into a somewhat 'punitive' experience, which affects the narrative around using insights for further work. This is especially the case for discussing negative outcomes or gaps.

Information on constituencies The goal of CMI! is to support the voices, activism and priorities of those who have been marginalised within their communities, movements or donor agendas – including but not limited to Indigenous and rural women, sex workers, lesbian and bisexual women, girls, trans people, disabled women, low-wage workers, and HIV+ women and other groups of women, girls and trans people that experience multiple layers of discrimination. The current monitoring and evaluation framework and the

¹⁸⁷ Interview F20

¹⁸⁸ Interview I7

¹⁸⁹ Stories of Change 2017, WO=MEN

¹⁹⁰ Stories of Change 2019, WO=MEN

¹⁹¹ WO=MEN WP 2018

¹⁹² Member briefings

knowledge management practices within CMI! do not allow for a detailed and intersectional overview of which constituencies were reached, where and how. This limits CMI!'s ability to reflect and make strategic decisions related to working with individual constituencies; or to elaborate a narrative around CMI!'s contribution to constituencies. The learning structures (SoC; AAR) also do not have the appropriate qualitative prompts specifically around mapping engagement with specific constituencies. There are indications that this information does exist within member's systems to some extent, given that grantmakers for instance review applications along intersectional lines, and all members also put effort into working with different constituencies across those mentioned.

Reflecting on contribution vs attribution The current PMEL system and the Theory of Change both have limited space to capture contribution. There is a tension between systems focusing on ownership of outcomes and social change/movement building objectives which are reliant on a wide range of actors. In the case of CMI! this means that the narratives around the ETE surfaced relatively few contribution elements, even as members are often working in a variety of networks with others, and are aware of the fact that most partners receive funding and support from several other sources besides CMI!. This makes the full mapping contribution of CMI! to the outcomes captured in the ETE challenging. At the same time, the internal reflection and strategy conversations (e.g. Biannual notes) also pay relatively limited attention to articulating connections to the wider landscape of feminist alliances advocating for the same goals as CMI!. Making this connection with other alliances in strategic planning is likely to be a more salient element in the future of CMI!. Capturing the main allies/ other relevant actors in the PMEL system would be relevant for strategic planning.

3.2.10 Enablers and barriers

The evaluation found a series of enablers that support CMI!'s achievements, and barriers that pose challenges to realising the planned outcomes. The evaluation found that CMI!'s strategies and the flexibility of interventions allow the consortium to address most of these barriers at least to some extent.

CMI! has a strong shared tradition of context analysis, which is integral part of the biannual consortium meetings. These meetings are moments where members share their analysis of the context/barriers and discuss new emerging priorities as well as gathering consensus for formulating a strategy around them. Response to new challenges either happens through CMI! working groups or shared strategies. CMI! has demonstrated flexibility and adaptability in taking on new challenges (e.g. Ebola/COVID response, the murder of Berta Caceres, work around SW Anti-trafficking bill in India).

Enablers

Capacity building and outreach

- Enablers to strengthen internal capacity and infrastructure of CMI! partner include the flexibility and co-creation nature of the support offered by CMI!. This was also true for the flexibility and openness of funding frameworks, which allowed partners to use resources as they best saw fit for (physically) reaching new constituents.
- In addition, the CMI! members providing support have extensive knowledge of the context and needs of the movements they support as many have been working in the fields for decades and are well established in the regions which further enables the impact of the support.¹⁹³

Advocacy

- Partners, members and advocacy targets agreed that collaboration between CMI! members and partners was an enabler to their advocacy. For partners, working in international partnerships has increased their visibility and recognition.¹⁹⁴

¹⁹³ Examples: interviews - G5, F13, G9, G14.

¹⁹⁴ Interview - F9

- The outcomes of some of CMI!'s support have also been enablers of further work. This was the case of capacity building in advocacy. For instance, an increased understanding of the context and the power in society has enabled organisations to appropriately contextualise their work and strategies, importantly identifying who holds the power and why they do not have the power. The same was true for convenings and access to international spaces: while an intermediary outcome in themselves, they were enablers of networks to be built and shared agendas formulated.

CMI! shared advocacy

- CMI! was enabled in its work on SR by its existing relationships with key decision makers, such as UN bodies, and the Dutch MoFA, held by its members.¹⁹⁵ In particular, the Dutch MoFA used its platform to elevate and promote CMI! work to other bilaterals.¹⁹⁶ It has further provided CMI! with funding to influence the Spotlight Initiative, and was flexible in extending it when needed. The success of the Spotlight advocacy was further due to good relationship building with the UN and the Spotlight secretariat, thanks to the presence of the Spotlight consultant in New York.
- CMI!'s ability to speak with a collective voice,¹⁹⁷ its reputation as a knowledgeable partner and its direct access to grassroots movements and ability to bring those to donors were also enabling factors.
- **CMI! is well positioned to contribute to connecting local-national-regional-global levels of action and insight.** The importance of this role was confirmed by interviews with members and allies as especially true for channelling the voices of feminist activists and groups to policymakers at national, regional and global levels. An example of this role, keenly felt by members and policymakers is connecting the voices of women's movements with UN debates - with which grassroots organisations may not be able to engage due to a lack of access and resources. The structure of the programme mirrors this: members reflect on the experience of their partners and their constituencies and bring these perspectives to the conversations across the consortium. Members bring insights, ways of working and bodies of knowledge along with alliance building strategies. At the same time, partners at local levels contribute new knowledge, analyses and strategies for change to the global concerted action.¹⁹⁸ This connector role is reflected in the Strategic Partnership policy framework and resonated in interviews with the members/allies; however it was not echoed to the same extent in interviews with partners. The reason for this is likely that partners' focus was on the work done in their more immediate constituencies (indirectly confirming the lack of resources to engage with regional/international policy processes). Still, partners who took part in advocacy with international policymakers (such as those supported in writing a shadow report to CEDAW) appreciated the accompaniment and saw the support as relevant in supporting their national objectives. The ETE found that CMI! therefore fills a gap and acts as a useful bridge in bringing voices from grassroots organisations to international policy fora.¹⁹⁹

Barriers

The changes and challenges which emerged over the course of 2016-2019 were less new phenomena and more an **intensification of the trends which had already been visible**. Addressing these barriers has taken place at the level of individual collaborations between CMI! members and partners.

Barriers to capacity building

¹⁹⁵ Interview B3, J14

¹⁹⁶ Interview J14

¹⁹⁷ Interview F19

¹⁹⁸ This mechanism for connecting local and global resonates well with the experience of other transnational feminist networks See Baksh-Soodeen, Rawwida, and Wendy Harcourt, eds. *The Oxford handbook of transnational feminist movements*. Oxford University Press, USA, 2015, pp 19-21.

¹⁹⁹ Interview C11; also see case study on Spotlight.

- Covid-19 has created new challenges for WHRDs and WROs, requiring CMI! Partners to strengthen their digital security. CMI! could strengthen their focus on digital security to adapt to these changes.²⁰⁰
- Capacity building activities also require extensive investment to be sustainable, therefore the cost of these processes can be a barrier to under-resourced grassroots organisations.²⁰¹ This is a barrier that relates to the broader sustainability planning of CMI! and of individual partners.
- Alliance building at times encounters barriers related to silos (related to areas of work, identity or other) between and within movements, which prevent partners and other actors from working together. The impact of these silos depends on individual contexts and movements, and addressing them also needs individualised strategies.
- Social norms and practices which marginalise or discriminate against the constituencies of partners can constitute a barrier to reaching out and building networks.²⁰²

Closing civil society space

- Closing civil society space and threats to WHRDs has been the most prominent barrier to the work of CMI! partners. This closure is reflected in the lack of funding and challenges to operating WROs. Emerging restrictions in each global region where CMI! is active in turn affects the organisations reaching out to the funder members for funds, in challenges to putting in place capacity building and in barriers to the organisation of convenings for movement-building.

On many occasions, CMI! Members have responded according to the individual profiles of the organisations by:

- Supporting resistance through continuing the core work of partners and members;
- Assigning additional support (e.g. funding for Ebola/COVID, emergency and advocacy rapid response funds or resources developed for environmental defenders);
- Working around the restrictions by adjusting the location of convenings or changing the modalities of delivering capacity building activities;
- Continuing advocacy with the donor community around feminist resourcing to protect funds for the work of partners despite the restrictive spaces.
- CMI! work across the board, as the fact of its presence and lobby and advocacy work in international and regional spaces already provided a counterbalance to these trends. This included organising specific retreats and research around strategies to confront fundamentalisms. CMI! also responded to emerging challenges and crises through dedicated advocacy and messaging (e.g. the murder of Berta Caceres; raising the visibility of WHRD/ WRO's work through media partnerships).²⁰³

Barriers to effectiveness of CMI! shared advocacy

- Barriers to influencing donors' policies were predominantly external, such as an assumption among donors that feminist groups cannot absorb funds or do not have adequate management systems in place.²⁰⁴ In the case of Spotlight, there were delays in the launch of the initiative caused by

²⁰⁰ Example: interview - F6, F16.

²⁰¹ Examples - interviews - A10, F8.

²⁰² Interview - F16 F9

²⁰³ Capacity data doc UAF LAC; see also AWID's work through CMI, in Observatory on the Universality of Rights (OURs) platform <http://oursplatform.org/the-project/> ; G12

²⁰⁴ Interview B3

inefficiencies of both the EU and UN,²⁰⁵ as well as issues with Spotlight country teams which have resulted in the RGs having very differing levels of development and functionality.²⁰⁶

- Internal issues related to getting members to buy in on Spotlight efforts, given that this activity is somewhat outside of the consortium's normal programming.
- Furthermore, advocacy towards the EU and its member states apart from the Netherlands, with whom CMI! does not have a pre-existing relationship, was not as strong as UN or NL advocacy.

3.3 Impact²⁰⁷

This section, in line with the IOB definition of impact, looks at the effects of CMI! which were outside of the scope of the programme's current Theory of Change, as well as missed opportunities. Changes that took part within the scope of the Theory of Change are captured in the Effectiveness section.

CMI! has achieved progress along the programme's ToC within the programme's sphere of influence, including some progress towards the three 'meta- outcomes' 5, 6 and 7 related to social norms and changes in the political and resourcing context. The results of these outcomes are described above in Section 3.2. The long-term effects of these changes on the world to create transformative change is difficult to determine in a four-year period. Therefore, the question of long-term impact should be explored in CMI!'s future work. This section therefore summarizes CMI!'s areas of impact (expected and unexpected) and highlights areas of attention for future evaluations.

Main messages

- CMI! has produced several outcomes which were outside of the scope of the Theory of Change. These relate to the contribution of CMI! to the policy dialogues within INGO communities, but also to strengthening CMI! members and the consortium.
- 5 years is too short a timeframe to be able to assess the long-term systemic impact of CMI!. Considerations of systemic change should be explored in future evaluations.

3.3.1 Outcomes of CMI! that are outside the original Theory of Change

CMI! has produced several outcomes which were outside of the scope of the Theory of Change. These relate to the contribution of CMI! to the policy dialogues within INGO communities, but also to strengthening CMI! members and the consortium.

Building member's expertise, visibility and network. Through sustained collaboration and dialogue between WROs with different profiles. CMI! contributed to strengthening members' understanding of the realities, drivers and challenges of actors in different parts of the WR movement. CMI! members had the opportunity to gain insight into the perspective of organisations with different approaches, with global/regional and national organisations exchanging strategies.²⁰⁸ This has strengthened CMI!'s work in refining advocacy and fundraising strategies and added richness to internal conversations.²⁰⁹ CMI! was a vehicle for building the capacity of member staff. This happened through conversations and participation in WGs. Communications

²⁰⁵ Anonymous interviewees & document review - 1% funding proposal

²⁰⁶ For more detail, see the Spotlight case study

²⁰⁷ Definition of Impact (based on IOB guidance): Impact: all significant effects produced by a development intervention, directly or indirectly, intended or unintended, on the ultimate stakeholders and third parties. This includes changes that are outside of the current Theory of Change of the programme. The evaluation addressed this criterion by capturing outcomes which were not included in the domains of change in the Theory of Change.

The following overarching question from the ToR of the evaluation has been included in this section:

h. What have been the unexpected outcomes and impacts of CMI!'s work?

²⁰⁸ Interviews - B4; F31; A25,

²⁰⁹ Member briefings

and PMEL were two WGs that were highlighted by members as collaborations through which members strengthened their capacity and applied practices inspired by those used in CMI! in their own PMEL systems.²¹⁰

A significant part of CMI! funds was channelled through members' core work. This helped members scale and deepen their involvement with partners, be it capacity/movement building, grantmaking or convening, as confirmed by interviews with members.²¹¹

Exploring new areas of action together. Working in CMI! has brought opportunities for the members to engage with each other in ways that would not have happened in the absence of the consortium. The Extractives WG was an example of such collaboration, where the shared work led to the articulation of a broader and politically challenging agenda.²¹² In other cases, the strengthening of members through working with CMI! has enabled them to form and apply for funding in new feminist consortia.²¹³

Bringing diverse feminist voices into the dialogue between the Dutch MoFA and CSOs. CMI! brought a strong feminist identity and viewpoint to the dialogue with the Ministry. This was visible in the collaboration around Spotlight (See case study on Spotlight) and collaboration around other UN events, such as the CSW (see section 3.2). Through these activities, members and the donor agreed CMI! has enriched the policy dialogue between the MoFA and CSOs and the MoFA and other policy actors.²¹⁴ The long-term impact of CMI!'s influence over Spotlight is not known at the time of this evaluation. Nevertheless, shifts in how funds are dispersed through the Spotlight initiative could influence other UN actors and agencies to also shift their funding practices to supporting women's rights.

Bringing feminist voices to the NGO/INGO community. CMI! has worked as a source of feminist voices within dialogues in the development NGO/INGO communities. More traditional structures, such as INGOs often find that their scope for shifting the narratives within their organisations is limited by lack of expertise and an understanding of feminist analysis - however, once these voices are in the room, it is easier to build on them.²¹⁵ Allies and policymakers highlighted that as CMI! has a feminist identity, members are able to propose more radical challenges to the status quo in these conversations, for instance by challenging capitalism or intergovernmental structures. As such, CMI! has contributed to articulating points of connection between these different CSO communities. This is an important outcome in terms of envisioning a future strategic role of CMI! in dialogue with other CSO networks.

Designing a governance structure that reflects diversity and dialogue. CMI! Members have put considerable effort into creating a governance structure that speaks to the feminist values of the organisations, explicitly addressing and seeking to mitigate the imbalances of power between partners based in the global North and global South, even as Mama Cash (based in the Global North) occupied the position of Lead partner. Horizontal governance was implemented through the creation of a Steering Committee and a Programme Committee, where representatives of each consortium member contributed to decisionmaking at different levels of the programme.²¹⁶ While the collaboration took time to coalesce, the Strategic Partnership has allowed for the time needed for this process. Investing in efforts to create and refine governance systems will help make the structure of the consortium relevant for future work. Interviews with policymakers made a clear distinction between CMI!'s partnership structure - as an egalitarian one with more space for leading from the South - and other strategic partnerships where a Dutch INGO would have played a disproportionately visible and influential role.²¹⁷

²¹⁰ Interview F31 MBD

²¹¹ Interviews - G9; A25

²¹² Member briefings

²¹³ Member briefings

²¹⁴ Interviews F20;C13;C7; F21

²¹⁵ Interviews B5; B9; C13;C11

²¹⁶ Programme document (2015) Annex with Governance Structures description.

²¹⁷ Interview F23

3.3.2 Missed opportunities

The evaluation also surfaced some missed opportunities. competing deadlines, priorities and high workloads together, with a sense of pressure to deliver, have resulted in a limited ability to follow up on some initiatives (such as Money and Movements) in a structured way, even though the conversations that were started at the convening were recognised as potentially revolutionary for the funding community.²¹⁸

Some members felt that CMI! advocacy did not succeed in taking up all relevant issues/platforms, thus missing out on opportunities to counteract negative trends, due to slow decision making and limited capacity.²¹⁹ Missed opportunities were relative to convening and engaging in regional policy debates in depth with the EU or other international organisations, or the Beijing 25+ and other UN platforms.

Collaboration among grantmaker members of CMI! has not taken any structured form beyond informal conversations. While it is not possible to know what the effect of such collaboration might have been and thus we cannot prove a negative impact on partners, an opportunity for closer concertation surfaced in the conversations.²²⁰

The greatest challenge in responding to emergent trends is in balancing existing priorities and programmes with new needs. The review found few instances of CMI! agreeing to de-prioritise some aspects of the work to free up resources for new challenges, resulting in high pressure for staff and potentially missed opportunities in focusing resources where most needed.

3.4 Sustainability²²¹

This section seeks to assess the level of sustainability of CMI!'s achievements. The review applied three criteria to assess sustainability, in line with IOB guidance. These include 1) ownership of the outcomes by partners 2) building sufficient capacity in partners to continue the results brought along by CMI! 3) degree to which financial and economic sustainability have been addressed in the programme.

Main messages

- The outcomes of CMI! are embedded in the work of partners and members, which is an enabler of sustainability.
- The financial sustainability of CMI!'s outcomes will depend on the availability, accessibility and competition for funding. The sustainability of CMI!'s work with partners also depends on what funds will be made specifically available and accessible to marginalised communities within women's movements.
- Existing strategies were put into place by individual members for their work with partners.
- The consortium can meet the challenges to sustainability by adaptive strategic planning, maintaining or securing additional funding and building further on the outcomes already established together with partners.

Overall, the ETE found limited information on sustainability related to CMI!'s work. most of the outcomes of CMI! will need continued investment and effort to continue bearing fruits. This is a result of the nature of the work done by CMI! and partners, and the nature of the support provided by CMI!. Therefore, it is important that CMI! strengthens the sustainability and exit planning for the achievements of the programme.

²¹⁸ Interviews B3 J12 F23,

²¹⁹ Member briefings

²²⁰ Member briefings

²²¹ According to IOB guidance, sustainability is an aspect of effectiveness. The IOB guidance lists seven factors that can help determine sustainability, out of which each review can select the relevant aspects. The ETE looked at three of these criteria, which are aligned with the Theory of Change of CMI! 1) Sustainability of involvement of the recipient (in this case, working with partners of CMI!); 2) Sustainability of capacity development (extent to which capacity development was addressed in the programme as a means to sustainability); 3) Financial and economic sustainability (degree to which measures have been taken to guarantee that activities can continue and completed works can be maintained in the future).

3.4.1 Sustainability of the involvement of partners and members in CMI! outcome areas

Most of CMI!'s outcomes are a result of collaboration with partners. CMI! provides support that is aligned with the priorities and ways of working of partners, instead of imposing programming. As a result, partners own the outcomes of most of CMI!'s work under the domains of change included in the Theory of Change under 'sphere of influence'. This is a factor that contributes to making the outcomes of the programme more sustainable.

In addition to ownership of outcomes by partners, each of CMI!'s outcomes are also aligned with the mission and organisational priorities of consortium members. As a result, the ETE found that the outcomes of CMI! are embedded in the work of partners and members, which is an enabler of sustainability.

3.4.2 Sustainability addressed in capacity building

Capacity building can create sustainable effects where the capacity allows partners to continue their work and build it forward even in the absence of further intervention of CMI. It is not possible to assess on the basis of the available information, how this aspect of capacity building is addressed by CMI, and to what extent partners feel that their organisational and individual capacities are resilient enough to continue in the absence of follow-up support.

Technology dependency, time poverty, caring responsibilities and isolation (especially the challenges of face-to-face convenings especially related to COVID-19) have posed further questions for the sustainability of capacity outcomes. These outcomes depend on creating and curating personal networks and safe spaces, such as the maintenance of networks and constituencies.²²² Interestingly, some interviewees felt that the connection between participants to a course remained strong despite these challenges, and they could connect in the shared struggle.²²³ Outcomes from CMI!'s capacity building engagement have contributed to several intangible outcomes (e.g. ability to build networks, wellness, self-worth). It is unclear to what extent these intangible outcomes are dependent on continued contact or engagement with peers and CMI! in order to maintain the effects of the capacity building.

3.4.3 Economic and financial sustainability of outcomes

CMI! Members who make grants each work with their own sustainability strategies, which largely rely on partners to define their approach to sustainability. Feminist funding principles of relationship building and flexibility of funding characterise the work of donors, and aligned with sustainability (as applicable-differentiating between those providing long-term core support and those providing short-term funding). In some cases, working with CMI! Members has helped partners secure additional funding from CMI! and non-CMI! donors (see section on resource mobilisation under Effectiveness). This outcome is an important vehicle for sustaining the work of partners.²²⁴

The financial sustainability of CMI!'s outcomes will depend on the availability, accessibility and competition for funding. The sustainability of CMI!'s work with partners also depends on what funds will be made specifically available and accessible to marginalised communities within women's movements. It will also depend on the extent to which women's funds will be able to access private and public funds. All constituencies may be affected by the priority-setting of donors and the trade-offs that may happen between CMI! constituencies (e.g. competition for HIV or GBV related funding). SW movements have highlighted that the future of their work might be affected by policy bodies (such as UN bodies) pursuing stances that diverge from the stance of SW movements (e.g. conflating trafficking and SW).²²⁵

²²² Interview B8B

²²³ Interview A11

²²⁴ Interview A2

²²⁵ Biannual notes 2019/2; SW case study

3.4.4 Sustainability frameworks in CMI!

The evaluation did not find a concerted strategy around either addressing sustainability of outcomes in CMI!'s work in partners, or a strategy for the sustainability of CMI!'s shared achievements.

Strategic planning for members' work is dependent on the governance procedures and sustainability practices of each member. Most of the members of CMI! are planning to continue collaboration. Sustainability of the outcomes of the shared activities will therefore depend on the governance and decision making of this new consortium.

Exit strategies

For the work implemented by individual members, each CMI! Member is responsible for exit strategies around their collaboration with partners. For instance, the UAF sister funds request grantees to indicate follow up plans after implementation of grant activities to show sustainability of their interventions.

CMI! did not articulate an exit strategy for the end of the collaboration. The implicit assumption around exiting from the funding was that individual members would respond to the end of funding by folding work previously conducted under CMI! into their own programming. This represented a risk as CMI! funding constituted a considerable portion of the funds of most members. There was no sustainability/exit strategy behind most parts of work which were executed in a shared manner (assuming a scenario where CMI2.0 would not be financed). Spotlight advocacy was an exception, where planning for the stages of Spotlight implementation where CMI! would not be actively involved anymore was actively addressed by the consortium.

3.4.5 Determinants of the level of sustainability of outcomes

As discussed in the sections above, the sustainability of CMI!'s outcomes depends on political and social-cultural factors in the focus countries as well as in global and regional policy and donor communities. These range from restrictive conditions for civil society to policies that affect GBV and EJ globally (UN level) and regionally (e.g. EU development and trade funding), trade agreements and political developments in major donor countries.

The extent to which individual governments and global policy fora are open to hearing and multiplying feminist voices, including where systemic criticism challenge their policies and standing alliances with e.g. the business world, will determine the sustainability of advocacy outcomes of CMI!'s shared work.

In terms of social- cultural factors, social norms and practices around GBV and EJ, such as attitudes towards the LGBT+, trans people, SW; disabled and other marginalised communities shift slowly (if at all) and will likely continue to affect the outcomes of CMI! and partners' work. Each context where CMI! supports partners will show a different landscape of these norms and practices, and therefore the challenges will be individual to contexts and communities.

CMI! Members' flexible approach to supporting partners allows for resilience in the face of these political and socio-economic factors, as they can adapt their approaches to the conditions of each partner/context. In the case of closing spaces, this might mean a shift towards more safety/security focus in funding or different approaches to supporting WHRDs.²²⁶

The consortium can meet the challenges to sustainability by adaptive strategic planning, maintaining or securing additional funding and building further on the outcomes already established together with partners.

²²⁶ Biannual notes 2019

Reflection points

CMI!'s flexible structures and approach to constituencies, mediated by the adaptability of members' individual strategies are an important resource for resilience and sustainability. At the same time, maintaining and further building on the outcomes achieved so far will depend on continued engagement by the members, as well as further financial resources. The evaluation did not find an assessment of risks to the sustainability of capacity strengthening work with partners which would allow the appraisal of the magnitude of risks related to staff turnover, competing priorities, resistance to change or other factors which could affect the long-term results of CMI!'s support. The consortium would benefit from a more structured approach to assessing and managing risks to sustainability.

The consortium did not put into place structured scenario planning or exit plans for a discontinuation of support, which will affect members whose participation in CMI! comes to an end with the current funding cycle. CMI! funding continues to be a key financial resource for the work of all members. Adapting to changing modalities of interaction with partners and advocacy targets will be another challenge in taking the work of CMI! forward.

On the basis of members' analysis of the context and the experience of members and partners with the collaboration in CMI!'s framework, the ETE found that the linkages offered through collaboration among members will likely continue to be relevant for future work. Partners will continue to need support in strengthening their organisations, networks and constituencies. Assessing and prioritising the support offered by CMI! can help focus the support where it is more needed (see analysis in Effectiveness section). CMI! is well positioned to influence bi-lateral donors whose funding policies and frameworks affect the resources made available to feminist movements, as they emerge. Building on insights from implementing shared lobbying and advocacy will likely enable CMI! to continue advocacy and follow-up on the achievements so far.

4 Conclusions

The evaluation assessed CMI!'s achievements, with a focus on the relevance, effectiveness, impact and sustainability of the programme. The analysis was grounded in CMI!'s Theory of Change and looked at the effectiveness of CMI!'s four strategies of intervention in contributing to the outcome areas under CMI!'s sphere of influence.

CMI! has contributed to changes towards the long-term goal of the programme moving towards an environment in which women's rights to live free from violence and to access economic justice are realised and will bring greater and more sustained resourcing to women's rights work.

The end-term evaluation has found that CMI! has contributed to outcomes in all areas of the Theory of Change. Most outcomes (expected and unexpected) cluster around the sphere of influence, including outcomes related to partners' work and three meta-outcomes related to policy change and social norms. The programme's outcomes have been strongest in the areas where change can be visible in the short to mid-term (such as capacity building or advocacy in individual policy processes). Larger-scale policy impact at national, regional and international level as well as social norm change take longer time and were therefore not possible to assess.

CMI!'s four strategies (capacity building, strategic resourcing, direct lobby and advocacy and knowledge building) have contributed across the outcome areas and have reinforced each other's effects. For instance, advocacy often worked with networks which were strengthened through CMI! interventions, and strengthening partners' capacity has enabled them to take part in shared advocacy initiatives,

CMI!'s strategies enabled coherence between long-term goals and short-to mid-term outcomes by adding resources to the core work of members in supporting partners and creating a platform for concerted action

(among some or all CMI! Members). The consortium's strategy of pursuing a variety of pathways to change (including providing flexible, long-term and responsive support to partners across the four strategies of intervention) have increased relevance. The ETE found CMI!'s work to be relevant for the work of partners, through providing forms of locally relevant support, which responded to the needs of the partners.

Finally, CMI! was also relevant and consistent in relation to the policy objectives of the Strategic Partnership Framework. The evaluation identified areas for improvement for future collaboration among CMI!'s members. Several of these concerned the tools and frameworks for collecting and analysing information about CMI!'s contribution to partners' work and to long-term goals.

Looking ahead: there is a continued need for CMI!'s work

WROs and WHRDs continue to be key actors in holding the line against a challenging global context for human rights. This is true for all three focus areas of CMI: economic justice, gender-based violence and sustainable resourcing.

The need for support to the building of feminist movements is more evident than ever. This continued need was echoed in the ETE interviews with partners, where all partners (including those where collaboration had concluded) interviewed saw scope for further collaboration and support from CMI! to consolidate or grow their work. donors such as Mama Cash and UAF report consistently growing requests for support.²²⁷ The ETE document review and interviews with partners and members agreed that WHRDs and WROs are facing restrictive civil society spaces as well as challenging global and national contexts for women- even in contexts where policies and laws show some progress towards guaranteeing equal rights for women and protecting their human rights, social norms and practices change slowly. In 2020, the COVID-19 pandemic has resulted in additional threats to women across the globe in the forms of economic insecurity, psychosocial impacts and GBV, further highlighting the needs of WROs to support their communities.

In situations where policy advances are made - for instance around human trafficking legislation in India, advances these rely on continued pressure to be maintained and implemented.²²⁸ As a combined result of these trends, the flexible long-term core support offered through CMI! funds remains highly relevant. There is a need to keep resourcing grassroots and informal feminist movements where competition for funds is increasing and funding for WR and for specific sub-groups (such as sex workers) might be decreasing and to continue building movements and supporting them in adapting their strategies to changing contexts.²²⁹

The same can be assumed for movement and capacity building. Challenging external trends mean that nascent movements can benefit from support in building power to act and the capacities of power within of their activists, as was exemplified by the experience of participants in the Alquimia courses. This is especially true for responding and adapting to crises, as was illustrated by the demand for support in the COVID crisis. Where resources have already been built, continued engagement and support allows local and national movements to build their constituencies and strategies further. Continued relationships, solidarity and exchange also help in protecting the wellness and resilience of activists. Creating safe spaces for exchange will continue to be relevant as partners continue their work and gain insights to share. Partners, members and the donors interviewed for the ETE agree that continuing capacity and funding, and providing support for movement- building of support will remain relevant in strengthening feminist movements and in maintaining and protecting a broad range of agendas for change in line with CMI!'s Theory of Change.

Finally, based on interviews with advocacy targets, allies and members, there is space for continuing CMI!'s work in engaging with policy debates in intergovernmental and international policy processes, in their role of facilitating the consolidation of shared agendas for WROs and in creating spaces for the voices of feminist movements to be heard. More specifically, this will continue to be relevant for several of the policy processes with which CMI! has engaged in the first round of funding, such as CEDAW or the legally binding instrument

²²⁷ member briefings, Sensemaking session

²²⁸ SW case study

²²⁹ Sensemaking session SW case study

on the activities of transnational corporations (Feminists for a Binding Treaty). Likewise, external pressures on donor agendas mean that the voice of CMI! in engaging with the debate around more and better funding for women's movements (e.g. Spotlight, donor advocacy) will continue to be relevant and needed.

Lessons learned: CMI! has gained new insights about how change happens

One of the most important narratives around learning relates to the experience of partners working in a global consortium. As management and internal processes are not a primary focus of this evaluation, details of these journeys and learning are included in the separate internal memo.

Overall, CMI! Members' expectations about the channels through which their action contributes to change have been confirmed by the interviews and briefings conducted for this study. The review also shed light on the numerous pathways through which CMI! contributes to change. The flexibility of CMI! as a consortium in allowing members to devise and implement their own strategies enables members to respond to the needs of partners as they emerge and allows for flexibility and adaptation.²³⁰

5. Given the challenging context in which partners operate, and the aim of CMI! to work with the most marginalised voices, holding the line has been confirmed as an important aspect of the work. This means that the **concept of 'change'** might need to be broadened to include instances where the status quo is protected, rights upheld (if not advanced), or the negative outcomes of trends and policies have been mitigated or managed. For example, CMI!'s support to the sex worker movement during the CEDAW process, led by CREA, has been successful in preventing a rollback in language in line with requests from the anti-sex worker movement conflating sex work with trafficking. This reflects an increased understanding that sex work cannot be conflated with trafficking. CMI! contributed to UN Women abstaining from creating a new policy that members found would have most likely been anti-sex work.²³¹ CMI!'s work with sex worker communities in India has contributed to stopping harmful legislation around IVF and adoption to be enacted.²³²
6. Working with **informal and non-registered** networks has been an important vehicle for change, especially for the SW movement. Having the flexibility to support these partner groups and networks has been a strength of CMI!'s approach.²³³
7. Changes in social norms and practices, and subtle shifts in power through the work of grassroots partners have often first become visible at the **local level**.²³⁴ The ETE analysis indicates that Connecting and scaling these changes to national/regional/global level might take separate strategies and resourcing.
8. **Building trust** and articulating the contribution and relevance of lobbying and advocacy in dialogue with broad groups of grassroots movements and activists is key to engaging them in advocacy towards global structures. This determines the pace and strategic processes through which such large-scale campaigns can be implemented.²³⁵
9. Understanding **coordination within and beyond the consortium enables CMI! to be greater than the sum of its parts**. In some cases, there is already clear evidence that the different streams of support add up to a strengthening of women's rights and feminist movements overall, beyond the effects on individual organisations. CMI!'s mid-term evaluation illustrated the cumulative effect of CMI! support in Indonesia and Central America.²³⁶ Coordination between CMI! Members working in the same context and with donors and capacity builders/movement actors builders is therefore also a key element of scaling up CMI!'s impact.²³⁷ The same is true for advocacy in response to crises, such as the assassination of Berta Caceres. CMI! played a key role, in the context of other

²³⁰ Interview K8, D18

²³¹ Discussed during sensemaking

²³² Interview K4, Case study on SW Human Rights.

²³³ See SW case study

²³⁴ See SW case study; interviews A2;C15

²³⁵ See Spotlight case study

²³⁶ Mid-Term review, 2018

²³⁷ CMI! impact note 2019 November showed how CMI! contributed to strengthening the women's movement in Indonesia (p 4.)

environmental and human justice organisations also raising their voices, together mediating between more oppositional and more bridging approaches.²³⁸

The mapping of outcomes and the sensemaking workshops surfaced a broad range of channels of intervention through which CMI! Members contribute to change, in addition to those identified in the Theory of Change.²³⁹

CMI! Members facilitate connections between partners, which in turn strengthen their self-worth and confidence. Solidarity, feeling valued and attendance at convenings have emerged as implicit channels for contribution from occasions where partners are brought together or where they have been brought to policy fora.²⁴⁰ These opportunities to share experiences and feel the support from the wider WR movement have contributed to strengthening the ‘power within’ of partners and ultimately served as internal resources for their work. At the local level, solidarity and the creation of safe spaces was highlighted as a contributor to capacity building which might be similar or greater to workshops or other training formats.²⁴¹ Evidence for this channel of contribution has emerged across regions and intersectional identities. An example of this have been the experience of women participating in the work on Illicit Financial Flows, where the action of sharing experiences with others resulted in feeling valued (e.g. knowing that the organisers of activities made a real effort to allow participants to attend meetings).²⁴²

Long- term engagement is one of the key principles of CMI! that was reiterated in conversations for the ETE. The long-term relationships between CMI! and partners (through recurrent formal and informal contact, capacity building, solidarity, accompaniment or long-term funding) have allowed relationships to be built which then created space for support to evolve over time. This allowed partners to develop their strategies and feel supported as they respond to emerging changes in their context (e.g. evolving legislation, new needs from constituencies or large crises like Ebola or COVID), but also allowed CMI! Members to grow in their own role and expertise. An example of this is the work of members to extend the constituencies that they work with. An example of this support is the increasing centering of disabled feminist organisations in the work of CMI!.²⁴³

Working with the Dutch Ministry of Foreign Affairs around the world. There were several instances where collaboration between CMI! Members and the Dutch embassies has contributed to protecting and promoting the work of CMI! partners (See section 4.2). For instance, collaboration with the Embassies in Costa Rica and Uruguay was felt to be an important enabler in access to UN procedures and in advocacy around the death of Berta Caceres (see vignette). In addition, engagement with the MoFA has been a platform to increase the visibility of the SW movement with the Dutch government through attendance of informal meetings.²⁴⁴ Working with the Dutch Government has been instrumental in the access and visibility of CMI!'s advocacy in some key fora for all 3 objectives of CMI! - examples include the involvement of the Dutch government around Spotlight, CSW, and Feminists for a Binding Treaty.²⁴⁵

5 Recommendations

Relevance

1. The overall Theory of Change of CMI! has been found consistent and relevant. However, it is not sufficiently detailed to capture the contribution of the programme. We recommend reviewing and updating the way in which the Theory of Change is articulated.

²³⁸ CMI! Impact note 2019 (p8); F23

²³⁹ For instance ‘we have organisations which work at the national level in deep long term capacity building work, organisations that provide core and urgent support through resources, and organisations that use a movement building lens to affect global change through lobbying and advocacy.’ Ap 2017, Page 8.

²⁴⁰ SW case study; interviews - C6, C15

²⁴¹ Alquimia case study; interview - A2

²⁴² Anonymous interviews

²⁴³ Anonymous interviews

²⁴⁴ Member briefings

²⁴⁵ Also see section 4.2 for an in-depth discussion of the working relationship between MoFA and its impact on effectiveness.

- a. The current Theory of Change does not differentiate between channels of contribution and the different outcomes (and sub-outcomes). It is therefore implicitly assumed that all interventions are relevant for all outcomes. Breaking down the pathways to change would help illustrate the specific contribution of CMI! as well as articulating assumptions.
 - b. CMI! Members and partners work and reflect on the concept of 'holding the line'. Including the 'holding the line' angle in the theory of change would align it further with the vision of the consortium.
 - c. Assumptions were not explicitly formulated in the programme document. Not defining and validating assumptions as part of the programme's design has meant that these were not part of the programme's internal reflections, risk analysis or learning. Elaborating and testing assumptions would have created value in the refining of CMI!'s Theory of Change and the ways through which each strategy contributes to the long-term goals of the programme. The ETE recommends articulating and test assumptions for future programming.
2. It was not possible to assess the relevance of CMI! in the context of civil societies (and feminist movements in particular) in the intervention countries, as the consortium's context analysis does not include an analysis of the landscape of civil society and feminist movements. The ETE recommends that the planning of future work is based on an overview of the main actors, structures and trends in each intervention country. This would allow CMI! to assess whether the consortium is working with the right partners, understand scope for coordination among different CMI! partners or strategies, and follow the evolution of the national contexts.

Effectiveness

3. The ETE found that some types of capacity building intervention have shown larger clusters of outcomes than others. Security, wellbeing and feminist leadership were among the clusters with more outcomes; while few outcomes were found in relation to the articulation of strategic plans and monitoring and evaluation, and no outcomes were reported with relation to communications plans. This might indicate a need to **re-assess and prioritise** the types of capacity building that CMI! wishes to continue in the future. The ETE recommends looking at the range of intervention areas under each strategy and identifying high and low priority areas, reflecting on the practices, expertise and body of knowledge of the partners.
4. CMI!'s shared lobbying and advocacy outcomes took place at the national and international level. The consortium has not developed a regional advocacy strategy. This could be a next step in realising CMI!'s connector role between national-regional and international levels. The ETE recommends CMI! to strengthen the consortium's planning for **direct lobbying and advocacy at the regional level**.
5. The ETE found that CMI! has contributed to bringing feminist positions to advocacy at the national and international levels. However, the strategy behind members or partners carrying feminist messages was not always evident. CMI! should consider more strategically **when is it more effective for partners or members carry the messages of feminist movements**.
6. Partners had to adapt their strategies and ways of living/working in response to local and global crises (such as COVID) during the programming period.) supporting organisations and activists in preparing for responding to crises as they emerge could be a useful future focus for CMI. Consider increasing the focus of capacity building on **crisis preparedness, resilience and response, including digital approaches**.
7. The ETE has identified gaps in the monitoring and evaluation practice of the consortium. These relate to the use of insights from monitoring data, as well as collecting information on constituencies and contribution. Therefore, the ETE recommends an in-depth review of the monitoring and reflection systems connected to the shared work planned for the coming years. Details are provided in an internal annex submitted to the consortium.
 - a. Strengthen links between monitoring data and stories of change and strategic decision making in CMI!'s future work. Review and adjust the CMI! assessment framework and align member frameworks with the consortium's. The goal would be to make the collection of

information less burdensome and free up capacity for analysis and translation of insights into strategy.

- b. Review the consortium's practice in working with indicators. Indicators should be accompanied by a meaningful baseline and an explanation expectation of the scale and scope of change that the consortium plans to see within the programming period.

Impact

8. The evaluation observed that CMI! has contributed to policy processes and changes that require monitoring to assess their impact. The Theory of Change of the programme also relies on changes in the sphere of concern of CMI! to be maintained and scaled in order to contribute towards the long-term goals of the programme. Therefore, the ETE recommends CMI! to consider increasing the attention to **monitoring and follow-up of policy change and policy implementation**.

Sustainability

9. The evaluation did not find a concerted strategy around either addressing sustainability of outcomes in CMI!'s work in partners, or a strategy for the sustainability of CMI!'s shared achievements. The ETE recommends that CMI! articulates an **exit strategy** for streams of work where decisions are taken on the suspension or closing of collaboration with CMI, where key deliverables are produced as a result of the collaboration or where CMI!'s approach was adapted to face a crisis (e.g. COVID response).
 - a. For instance, in the case of convenings, the consortium could work with a plan around curating the relationships and networks formed around the convening. In the case of shared advocacy, similar follow-up plans could inform the roles that CMI! Members can each take in their further work, even if the shared advocacy is not pursued further after a certain point. In the case of knowledge production, the long-term management of outputs and the responsibilities for dissemination and updating of these could be specified in the sustainability planning.

Overall

10. **Working in the Strategic Partnership:** The ETE surfaced challenges in coordinating between CMI! and the Dutch embassies in the programme's intervention countries. The ETE recommends setting out a joint CMI! procedure for communicating with embassies in CMI! countries. This can take the form of a basic email from the Secretariat (including an explanation of the specificity of CMI! Members' work and relationships with partners in the country) and follow-up according to needs and the individual relationship, in order to mitigate the effort involved. Members should continue to act as a connector between Dutch embassies and partners as the embassies can be potential providers of protective measures and key allies in crisis moments. At the same time, it is important to manage partner expectations as to what they can achieve through establishing contact.
11. **Communicating the identity and value-add of CMI!.** The evaluation has found that CMI! acts as more than a sum of its parts. The diversity of members, different strategies and expertise of members mutually reinforce each other in working towards the domains of change of CMI!. Articulating the narrative on the added value of CMI! would help in communicating the relevance of the consortium to external and internal audiences. This could take the shape of a structured brief narrative which could be then used for communications and internal planning. This ETE offers some emergent insights around the added value of CMI!'s shared work, but ultimately the narrative is a communications product which should be co-created with the consortium.

To the Dutch MoFA

4. Collaboration between CMI! and the embassies of the Netherlands have been challenging in several countries. To help facilitate this collaboration, the ETE recommends that MoFA at headquarter level takes up a role in introducing embassy staff to CMI! members, partners and clarifying the objectives

of the programme and the collaboration between CMI! and embassies. This could help clarify and manage expectations on both sides.

5. Within the MoFA, at capital and embassy level, best practice examples of cooperation with WROs should be promoted, with particular attention paid to the needs of partners who are based outside of local capitals and whose access to embassy staff may be limited.
6. MoFA as donor should collect insights and reflect on the monitoring practices connected with funding feminist consortia that work with grassroots organisations.
 - a. Consider collaborating with other donors (especially those that fund feminist consortia) to leverage efficiencies of scope for monitoring and reflection;
 - b. Reflect on the way in which feminist evaluation principles could be applied to feminist consortia and beyond. This could involve a reflection on the experience of consortia and their grassroots partners in collecting, analysing and using the information, as well as the insights that the MoFA would find relevant for its own accountability.

Annexes

Annex 1 - Case studies

Case study 1 Advancing sex worker's human rights

Members & partners involved: RUF, CREA, Mama Cash, JASS, UAF, UAF A, AWID in addition to partners: [anonymised]. Others include: Sexual Rights Initiative, UN, Sex Worker Donor Collaborative, CEDAW Committee.

Context The context has remained difficult for sex workers worldwide during the programme period. In many places, sex work remains criminalised, sex workers are discriminated against by authorities and policy makers and are often marginalised.²⁴⁶ State leaders, policymakers, a section of the human rights community, and some feminists continue to conflate sex work and trafficking which makes it hard for sex workers' movements across the world to carry out rights advocacy. In the absence of a right to do sex work, the rights of sex workers become hard to realise. At the national level, there is evidence of a rollback in progressive laws which are likely to impact sex workers.²⁴⁷ There has been a further reduction in funding to the movement which is already gravely underfunded. In 2020, COVID has had a profound impact on the lives of sex workers worldwide.²⁴⁸

Results CMI! has contributed to the building of skills and infrastructure among partners in the sex worker movement. Through the provision of security grants by CMI! through UAF A, sex worker activists in an African country were able to continue working with security measures in place.²⁴⁹ As a result of core and long term support from CMI! through Mama Cash, sex-worker organisations in an Asian country were able to rent an office and form a board to facilitate their organisational development and outreach to the community.²⁵⁰ Sex workers in an African country report improved capacity in financial management and resource mobilisation in addition to skills in employing feminist and transformational leadership through support from CMI! through CREA and RUF.²⁵¹ As a result, organisations report further legitimacy in front of donors with the ability to properly manage grants and produce funding proposals and other fundraising activities to strengthen their organisations.²⁵² Through an exchange programme between sex workers from African and Asian countries, skills were also built in how to facilitate the economic empowerment of sex workers. As a result, sex-workers in an African country created a small fund to which sex workers contribute and benefit from to give them the choice to re-enter education and diversify their skills.²⁵³

Through solidarity action and support from CMI!, the sex worker movement is now more active and visible with instances where they are coming out publicly to state their grievances, in African and Asian countries.²⁵⁴ This increased visibility and organisation has improved the outreach of sex-worker led organisations in

²⁴⁶ See generally, Global Network of Sex Work Projects, Policy Brief: The Impact of Criminalisation of Sex Workers' Vulnerability to HIV and Violence, available at: https://www.nswp.org/sites/nswp.org/files/impact_of_criminalisation_pb_prf01.pdf

²⁴⁷ Anonymous interviewee. See generally, Md Aquib Khan, "CAA triggers fears among sex workers, transgenders," The Hindu (March 16, 2020) available at:

<https://www.thehindu.com/news/national/other-states/caa-triggers-fears-among-sex-workers-transgenders/article31077877.ece>;

Anuradha Mascarenhas, "Explained: Why the NHRC advisory on sex work has split rights activists down the middle," (Oct. 28, 2020), available at: <https://indianexpress.com/article/explained/nhrc-advisory-on-sex-workers-informal-sector-opposition-6834193/>

²⁴⁸ Discussed during member briefings, interviews & sensemaking

²⁴⁹ Anonymous interviewee & document reviews (UAF 2018 work plan)

²⁵⁰ Anonymous interviewee

²⁵¹ Anonymous interviewees

²⁵² Anonymous interviewee

²⁵³ Anonymous interviewee

²⁵⁴ Anonymous interviewees

rural and hard to reach areas, with some regions and constituencies still remaining out of reach.²⁵⁵ Alliance building is particularly evident. Through support from CMI! through CREA, organisations in an African country report a better understanding of the value of working collaboratively nationally, regionally and globally in order to effectively bring about change.²⁵⁶ Support from Mama Cash also facilitated alliance building between sex worker-led organisations in one Asian country and trade unions, which has strengthened their advocacy both against the Anti-Trafficking Bill and in their journey to have sex work viewed through the construct of work.²⁵⁷ Cross-movement alliance building has also taken place at the international level. CMI! provided seed grants to ensure the inclusion of minorities at the AWID forum (sex workers, young activists, women with disabilities and trans women) to encourage a cross movement approach to the event and giving sex workers access to this space.²⁵⁸

At the level of social norms, there are indications of changes in attitude from local authorities including police. Activists in African and Asian countries report better relationships with the police in some instances due to increased visibility and legitimacy resulting in a sense of security amongst sex workers.²⁵⁹ Results are also clear at the level of policy and funding. In an African country, there is evidence to suggest that, as a result of improved visibility and outreach, local governments are beginning to understand the needs of sex workers.²⁶⁰ CMI! supported sex worker-led organisations in one Asian country to unite the movement and supporters to defeat the Anti-Trafficking Bill in 2019, a bill that would have put an estimated 3 million sex workers and their wellbeing at risk.²⁶¹ CMI! partners lobbied at international, national and state level. They organised advocacy trainings for sex workers, contributed to newspaper articles and worked with the Office of the High Commissioner to issue a statement to the Indian Parliament. In response to the widespread opposition, the Indian government allowed the bill to lapse at the end of 2018.

An example of 'holding the line' is clear in CMI! support to the movement during the processes for CEDAW to provide direction on how they interpret Article 6 (States Parties shall take all appropriate measures, including legislation, to suppress all forms of traffic in women and exploitation of prostitution of women), supported by CREA.²⁶² While the outcome of this work is yet to be finalised, the draft showed that the advocacy had been somewhat successful in preventing a rollback in language. In 2019, CMI! conducted the first session on sex work at the CSW which hosted a panel with state representatives from the Netherlands and Uruguay and activists from Senegal and New Zealand, one of the first times where the movement was granted a space at the event.²⁶³

In addition to building capacity in resource mobilisation and facilitating access to donor spaces at the international level (through M&M and other events), CMI! has supported sex worker-led organisations in building relationships with other donors. For example, RUF has acted as a referral to other donors for the sex worker-led organisations which they support, this has supported organisations in getting further funding.²⁶⁴

Process CMI! has provided core funding to many sex worker organisations and networks in addition to multiple emergency security grants, continued long-term capacity building support, solidarity and advocacy. Level 3 activities include events and solidarity action at the international level. Specific events/actions:

- ➔ In 2016, CMI! (through CREA) supported an exchange programme that saw activists from two African countries travel to Asia to facilitate learning between activists in different contexts.

²⁵⁵ Anonymous interviewee

²⁵⁶ Anonymous interviewee

²⁵⁷ Anonymous interviewee

²⁵⁸ Document - AWID Work Plan 2017

²⁵⁹ Anonymous interviewees

²⁶⁰ Anonymous interviewee

²⁶¹ Document review - Annual Report 2018

²⁶² <https://www.ohchr.org/documents/professionalinterest/cedaw.pdf>

²⁶³ Advancing sex worker's human rights - Sensemaking session discussion

²⁶⁴ Anonymous interviewee

- ➔ In 2017, in advance of the AWID forum, CMI! provided forum seeds grants to constituencies including sex workers to facilitate their participation in the conference, supporting access to international spaces.²⁶⁵
- ➔ In 2017, CMI! (through CREA) supported [partner] in preparing and submitting a shadow report to the CEDAW Committee. Key recommendations in the report were adopted in the committee's final report.
- ➔ From 2017, CMI! (through Mama Cash) supported [partner] through core, long-term funding in their work to decriminalise sex work in India.
- ➔ In 2018, sex worker activists attended, presented and had interactions with donors at the Money & Movements conference hosted by CMI!.
- ➔ At the 2019 CSW, CMI! organised a panel on sex worker rights with representatives from the governments of Uruguay and Netherlands and activists from Senegal and New Zealand.
- ➔ In 2020 - CMI!'s COVID relief fund was launched to support sex workers during a critical moment.

Recommendations

Continue to build alliances between sex workers at national and international fora both within the movement and with the broader women's rights movement.

Conduct a mapping of funding to sex worker organisations to understand the amount of funding provided to the movement annually, this would act as a baseline for CMI!'s future work and help to better understand impact in this area.

²⁶⁵ Document review - 2017 AWID Work Plan

Case study 2 Influencing the global feminist resourcing landscape: International Spotlight 2017 and beyond

Members & partners involved AWID, Mama Cash, CREA, UAF, UAF A. Since before the launch of Spotlight, CMI! has consulted with partners and constituencies at vital moments, primarily through a mailing list²⁶⁶, including gaining their perspective of how Spotlight can best support the work on the ground. Some Reference Group (RG) members with whom CMI! has consulted in-depth may also be seen as partners. *Other main actors not within CMI!*: The Spotlight secretariat, the EU, the UN, Civil Society Reference Groups (national, regional and global), activists from feminist/women's rights movement.

The context Since 2016, feminist movements have observed an increase in VAWG and domestic violence, further exasperated by the COVID-19 pandemic in 2020.²⁶⁷ The global trends in the rise of fascism and the far right reached fever pitch threatening the existence of partners in the movements Spotlight seeks to support.²⁶⁸ There is more and more pressure on activists and organisations, including on individual wellbeing. This general context has increased the need for the provision of appropriate funding to grassroots organisations whose existence and wellbeing is heavily at risk and has increased the need to apply an integrated security approach which is reflected in CMI!'s advocacy and recommendations to Spotlight.²⁶⁹

Results CMI! has continuously fought for the leadership of feminist movements in the Spotlight initiative rather than just a seat at the table. To facilitate this, CMI! has effectively worked alongside, supported efforts and amplified voices of feminists in Spotlight countries. Specifically, RG Members report being empowered with knowledge through training and the provision of tools to effectively monitor the process and provision of funding and effectively hold Spotlight to account.²⁷⁰ CMI! engaged these partners informing them of the launch and processes involved in the set-up of the initiative in addition to giving them space to input and add to the discussion through public consultations and conversations behind the scenes.²⁷¹ Furthermore, CMI! worked alongside feminist activists inviting them to strategic meetings etc providing further support to the movement in the focus countries. By doing so, CMI! visibilised the voices of the movement within the initiative.²⁷² Results can also be seen around alliance building, with interviewees reporting CMI! has supported and facilitated RG Members to connect with each other at the national, regional and global level to share experiences and collaboratively strategize specifically on the roll out of the M&E system and how to hold the initiative to account in the future.²⁷³

Results at the level of shifting policies and control over resources and decisions are evident and have been facilitated by the trust built between CMI!, the UN and the Spotlight Secretariat. Much of the advocacy began before the launch of the Spotlight initiative which, CMI! Members report, was vital to the success of the advocacy in order to help ensure the architecture of the initiative served the women's rights and feminist movement²⁷⁴ This resulted in the inclusion of Pillar 6 in the Spotlight mission which is dedicated to supporting WROs through country and regional programmes and ensures a specific proportion of funds was earmarked for these organisations specifically.²⁷⁵ In addition, CMI! advocated for the funds to be channeled through UN bodies with experience working on violence against women and girls to avoid the creation of a new mechanism, this was successful and the decision was made to do so through the UN Trust Fund and UN Women.²⁷⁶

²⁶⁶ Discussed during sensemaking

²⁶⁷ Discussed during sensemaking & interview J2

²⁶⁸ Document review (context analysis)

²⁶⁹ Discussed during sensemaking

²⁷⁰ Interview J15

²⁷¹ Discussed during sensemaking

²⁷² Interview J7, D14

²⁷³ Interview J3 & Document review - Story of Change

²⁷⁴ Discussed during sensemaking

²⁷⁵ 1% Funding Report & discussed during sensemaking

²⁷⁶ Story of Change - Spotlight, Interview J2 & discussed during sensemaking

As a result of CMI!'s advocacy, feminist movements, especially intersectional groups have greater control over resources including more and better funding and decision making. Funds were made available to CSOs through open calls to improve accessibility to WROs and feminist organisations and to ensure the adherence to the 'leaving no one behind' principle.²⁷⁷ While this is significant to support the accessibility to the fund it does not guarantee access due to the need for the open calls to be communicated directly to all WROs which is not the case.

While the creation of the CS-GRG was in the Spotlight ToR, as a result of CMI!'s advocacy, a decision was made to also create national and regional RGs further facilitating the involvement of civil society in the initiative.²⁷⁸ Further, a decision was made, in line with recommendations made by CMI!, to specify that the RGs must be constituency-led and have a significant representation of women's rights/feminist/constituency-led organisations on the country/regional RGs with a specific focus on including intersectional movements and marginalised groups, while the CS-GRG must have at least 50% representation of these organisations.²⁷⁹

CMI! successfully advocated for an accountability infrastructure within Spotlight's operational bodies, by giving WROs and feminist organisations a seat at the table of the single biggest investment in GBV.²⁸⁰ Specifically, in line with the CMI!'s recommendations, the Global Operational Steering Committee must include a representative of the CS-GRG and country/regional steering committees are required to have at least 20% women's CSOs/networks with a strong record of GBV.²⁸¹

Obstacles remain ²⁸² Despite the establishment of reference groups in countries and regions there is still a long way to go in terms of information sharing by the UN especially in advance to facilitate inclusive conversations and share power with activists. In addition, reference groups remain under resourced and face a myriad of systematic challenges including with the UN country teams. Despite continuous advocacy, CMI! was not able to change Spotlight's decision to not allow sub-granting by women's funds due to the UN's insistence on using the UN system rather than providing funds through other non-UN intermediaries.²⁸³ This is significant as women's funds have access to organisations and can be more flexible in their grant making than UN bodies.

Process In September 2017, Spotlight was announced. Late 2017, formal consultation with movements began as CMI! communicated with over 400 activists around the world (through a mailing list). ²⁸⁴In May 2018, CMI! made 18 recommendations to Spotlight on key issues including the participation of feminist movements²⁸⁵, funding mechanisms, disbursement and programme implementation. CMI! has continued to advocate for the uptake of these recommendations.²⁸⁶ In 2019, consultations took place between CMI! and the Spotlight Secretariat before the launch of the Civil Society Global Reference Group, up until this point CMI! acted as the interim civil society reference point.²⁸⁷ Following this, in April 2019, the Global Reference Group was set-up. Two CMI! representatives from AWID and CREA were selected to be on the Civil Society Global Reference Group (CS-GRG) and AWID's Co-Executive Director Hakima Abbas was an interim observer on Spotlight's Global Governance Body. In July 2019, the three representatives attended a retreat of the CS-GRG to provide more input into the process going forward.²⁸⁸ In November 2019, CMI! made an

²⁷⁷ 1% Funding Report, interview J5 & discussed during sensemaking

²⁷⁸ Discussed during sensemaking

²⁷⁹ 1% Funding Report, discussed during sensemaking

²⁸⁰ 1% Funding Report, Interview J15 & discussed during sensemaking

²⁸¹ 1% Funding Report, interview J15 & discussed during sensemaking

²⁸² Discussed during sensemaking

²⁸³ Discussed during sensemaking

²⁸⁴ Discussed during sensemaking

²⁸⁵ CMI!'s 18 recommendations to Spotlight:

<https://www.awid.org/news-and-analysis/have-your-say-how-can-spotlight-initiative-end-gender-based-violence>

²⁸⁶ 2020 AAR CMI! Spotlight

²⁸⁷ Discussed during sensemaking

²⁸⁸ Discussed during sensemaking

open statement regarding the Accessibility of Spotlight initiative Funding.²⁸⁹ In late 2019 and early 2020 CMI! convened the reference groups (RGs) at the national, regional and global level to facilitate networking between the groups. In 2020, In August 2020, an M&E system, including tools for monitoring and scoring the processes within the Spotlight initiative (through advocacy score cards), was finalised in consultation with RGs. ²⁹⁰At the end of 2020, CMI!'s formal work with Spotlight ends with at least some aspects of monitoring & advocacy currently conducted by CMI! to be handed over to the GRG.²⁹¹

Sustainability and thinking forward CMI! is currently transitioning out of the work with the Spotlight initiative one year later than what was planned in the initial work plan due to delays in the launch of the initiative.²⁹² Importantly, the strategy employed by CMI! considered the sustainability of the work. For instance, member organisations (CREA, UAF and AWID) will continue to hold seats on the CS-GRG. CMI! has successfully created and solidified a formal role for civil society in the Spotlight initiative in both the national, regional and global RGs and in the operational steering committees. As part of the exit-strategy, CMI! is seeking to empower and support the RGs to take over their role specifically by building their capacity to hold the initiative to account through monitoring and reporting on the processes, while also handing over some of this work to the GRG.²⁹³

Recommendations

To prevent rollback on progress made by CMI! with the Spotlight Initiative, the work should be integrated into the broader sustainable resourcing area of work for future collaboration.

To ensure CMI! is kept up to date on the continued progress of the RGs, members of the CS-GRG should provide updates and share concerns with other members if evidence of roll back is seen.

²⁸⁹ CMI! Open Statement - Accessibility of Spotlight Initiative Funding:

<https://www.mamacash.org/en/open-statement-regarding-accessibility-of-spotlight-initiative-funding>

²⁹⁰ Interview J15

²⁹¹ Interview J15

²⁹² Interview J15 & 1% funding proposal & report

²⁹³ Interview J15, J2, J3

Case study 3 Long-term capacity building/movement-building (Honduras Alquimia course)

CMI! members and partners involved: JASS; Centro de los Derechos de la Mujer (Women's Rights Center, CDM);²⁹⁴ Social Work Department of the Universidad Nacional Autónoma de Honduras (National Autonomous University of Honduras, UNAH);²⁹⁵ activists and defenders of land and territory (33 participants from 19 organizations in 2018 promotion, 27 participants from 18 organisations (2019/2020 promotion)

Results: Honduras is one of the most dangerous countries for defenders of land and territory in the world. While many women are involved in these struggles, they are rarely found in positions of authority within their organisations, and at times suffer from discrimination and even violence within their own movements. In the framework of CMI!, JASS, alongside national partners, set up a course focusing on self-care and security for WHRDs in the country.

The national-level Alquimia course in Honduras has had an impact in key areas of the CMI! ToC: it allowed participants to improve their individual and organisational skills and capacities (indicator 1a),²⁹⁶ to better respond to the needs of and deepen their connections to their constituencies (indicator 2a2, 2b, 2d),²⁹⁷ to become more politically aware and able to analyse the context and the power structures in which they operate (indicator 3b, 3c),²⁹⁸ and to form effective (indicator 4a)²⁹⁹ and strategic (indicator 4b)³⁰⁰ alliances with other organisations and movements. The course has further contributed towards shifting social norms in support of women's rights (outcome 6) as the participants reported recognising that their work made them WHRDs, as well as having their competences acknowledged and rising in the hierarchy of their (mixed) organisations as a result of the training.³⁰¹

The assumptions made by CMI! at the beginning of this work proved to be correct, as the proposed methodology allowed participants to dissect the power operating in their lives, build a transformational 'vital power' within themselves,³⁰² and learn from the experiences of others who share their struggle.³⁰³ The collaboration between JASS, CDM and UNAH proved to be fruitful and allowed to deepen existing relationships and create new connections, bringing an added value to all parties.³⁰⁴

The work was relevant and effective thanks to the methodological design of the course, which takes the lived experiences and wisdom of the participants and facilitators as a starting point and builds upon it to create transformational feminist practice.³⁰⁵ Despite the pre-existing challenging national context, the Alquimia course has contributed to holding the line on women's rights in Honduras.

Context: Since the 2009 coup d'état, Honduras has been under a US-backed military dictatorship. The government is widely perceived to be corrupt and serving the interests of a narrow economic elite, resulting in widespread and continually deepening poverty and inequalities in the country.³⁰⁶ 2018 saw thousands of

²⁹⁴ Feminist organisation in Honduras fighting for women's rights, promoting their autonomy and leadership, <https://derechosdelamujer.org/>

²⁹⁵ Facultad de Ciencias Sociales de UNAH, <https://cienciasociales.unah.edu.hn/>

²⁹⁶ Interviewees A11, A23, A26, A27, A28, A31, A35, A37, JASS, 2018, ¡SOMOS MADERA DE HACHA! Sistematizando la Escuela de Alquimia Feminista, Honduras 2017-2018, p.10-14; JASS, Cuaderno de Alquimia 1, p.31

²⁹⁷ Interviewee A25, A28, A31, A35, JASS, 2018, ¡SOMOS MADERA DE HACHA! Sistematizando la Escuela de Alquimia Feminista, Honduras 2017-2018, p.9-10

²⁹⁸ Interviewees A26, A37; JASS, Cuaderno de Alquimia 1, p.32, JASS, 2018, ¡SOMOS MADERA DE HACHA! Sistematizando la Escuela de Alquimia Feminista, Honduras 2017-2018, p.17; Interviewees A25, A26, A35; JASS, Cuaderno de Alquimia 1, p.32

²⁹⁹ Interviewees A11, A13, A16, A28, A35, A25.

³⁰⁰ JASS, 2018, ¡SOMOS MADERA DE HACHA! Sistematizando la Escuela de Alquimia Feminista, Honduras 2017-2018, p.5, p.12

³⁰¹ Interview A26, A28

³⁰² JASS, Cuaderno de Alquimia 1; JASS, Information note on the Alquimia schools

³⁰³ Interviewee A25

³⁰⁴ Sensemaking workshop 9 Oct 2020, JASS, 2018, SOMOS MADERA DE HACHA! Sistematizando la Escuela de Alquimia Feminista, Honduras 2017-2018

³⁰⁵ JASS, Information note on the Alquimia schools

³⁰⁶ Interviewees A13, A16.

Hondurans joining a migration caravan seeking asylum in the US, including some then participants of the Alquimia course.³⁰⁷ 2019 saw rolling strikes of teachers and healthcare workers and a massive wave of popular protests sweeping the country in reaction to an apparently fraudulent election result which maintained the incumbent Juan Orlando Hernández in power.³⁰⁸ The president and government lack legitimacy but maintain control through a strong military presence and repression and control of social movements.³⁰⁹ Honduras remains one of the most dangerous countries for human rights defenders, especially environmental and Indigenous rights defenders.³¹⁰

Process: JASS had been organising a Diplomacy on Feminist Strategic Leadership in the framework of its Alquimia School for women defenders of land and territories from different Central American countries between 2013-2016. This course directly contributed to the creation of the Mesoamerican Indigenous, Rural, and Mestiza Women's Alliance in 2016.³¹¹

In view of the deteriorating political and human rights situation in the region, and the specific risks faced by WHRDs working on the defence of land and territory,³¹² as exemplified by the killing of prominent land defender Berta Caceres in Honduras in 2016, JASS saw a need to strengthen women defenders' capacity for stronger leadership and alliance building, as well as self-care and ensuring their security. To better understand the needs on the ground, JASS conducted a mapping of women's struggles for territory in Honduras in 2017, within the framework of CMI!, finding that many organisations were in need of training on self-care and security measures, as well as gender awareness and sensitivity training.³¹³

A national-level Alquimia course in Honduras was set up to address these challenges. The curriculum was designed with the land and territory organisations identified during the mapping, as well as key national partners: the CDM, as an important player in the women's movement with existing connections with women's organisations, and UNAH, as the most prominent academic institution in the country.³¹⁴

Recommendations

- Consider what drives interest in taking the course, or what may hinder applications from land and territorial defence organisations to best appeal to future applicants.
- Support past participants in sharing the knowledge gained in the course further, becoming facilitators in their own communities, through follow up training or training for trainers modules.

³⁰⁷ Sensemaking workshop 9 Oct 2020.

³⁰⁸ The Guardian, 5 June 2019, [Honduras deploys security forces as doctors and teachers demand president's resignation](#), accessed 15 Oct 2020.

³⁰⁹ Interviewees A11, A13, A16.

³¹⁰ UN OHCHR, 11 May 2018, [Honduras: Human rights defenders at serious risk despite State efforts](#), accessed 12 October 2020.

³¹¹ JASS, CMI! Story of Change 2017, Rural Women Lead the Fight for Land in Guatemala

³¹² CIDH, [Segundo informe sobre la situación de defensoras y defensores de derechos humanos en la América](#), 2011

³¹³ JASS, 2018, Mapeo: Las Mujeres y las Luchas por la Tierra y el Territorio en Honduras

³¹⁴ JASS, 2018, SOMOS MADERA DE HACHA! Sistematizando la Escuela de Alquimia Feminista, Honduras 2017-2018, p.1-2

Case study 4 Mayan women fighting for property rights of their weaving designs and for the recognition of their collective intellectual property rights

CMI! members and partners involved: UAF LAC, Asociación Femenina para el Desarrollo de Sacatepéquez (Women's Association for the Development of Sacatepéquez, AFEDES),³¹⁵ Movimiento Nacional de Tejedoras Mayas (National Movement of Mayan Weavers).³¹⁶

Results: CMI! supported a Mayan women's organisation to build a nation-wide movement and formulate their demands for intellectual property rights on their Indigenous textile designs which were being exploited by clothing manufacturers and the tourism industry.³¹⁷ As a result, the Constitutional Court of Guatemala and the Inter-American Commission on Human Rights exhorted the Guatemalan government to protect Mayan women's economic and cultural rights.

The Rapid Response Grants provided by UAF LAC to the weavers' movement of Guatemala thanks to CMI! had an impact in key areas of the CMI! ToC: it allowed the movement to grow in influence, scale and power (indicator 1a),³¹⁸ it contributed to its ability to build a broad movement in support of social change (indicator 2a),³¹⁹ it supported it in building strategic alliances (indicator 3a),³²⁰ contributed towards shifting social norms in support of women's rights and led to policy (outcome 6) and advocacy wins at national and regional levels (indicator 6.1).³²¹

The assumptions made by UAF LAC at the beginning of this work proved to be correct, as the weavers' movement, operating in the intersection of women's and Indigenous rights, was best placed to formulate its own demands and take them forward to achieve policy change. The funding provided by UAF LAC was issued at key moments allowing the movement to expand and subsequently bring its demands from the national to the regional level.³²²

The work was relevant and effective thanks to UAF LAC following the lead of the movement and responding to its needs rather than prescribing solutions, or expecting set types of results.³²³ Furthermore, UAF LAC contributed to shifting the existing balance of power by contributing to the organisation of actors who are traditionally excluded from policy making spaces, especially with regards to intellectual property rights.

Context: Guatemala is the country with the largest Indigenous population in Latin America.³²⁴ The 1960-1996 civil war resulted in the killing of 200 000 Indigenous Mayans and numerous human rights violations perpetrated mainly by the government and the Guatemalan army.³²⁵ Inequality is rife, with Indigenous people accounting for an approximate 80% of the population living in conditions of poverty.³²⁶ Violence against women is an extreme challenge.³²⁷ The situation of Mayan women is even more dire, as

³¹⁵ An organization composed mostly of Maya women fighting against exclusion, violence, racial discrimination and oppression against women <https://mujeresdeafedes.wordpress.com/>

³¹⁶ MOVIMIENTO NACIONAL DE TEJEDORAS, a movement gathering close to 30 organizations in 18 linguistic communities in Guatemala and led by AFEDES, <https://www.facebook.com/AfedesSacatepequez>

³¹⁷ CMI! Impact report, https://www.mamacash.org/media/publications/cmi_impact_report.pdf

³¹⁸ Interviewee E2, E16, CMI!, 2018, Stories of Change: Mayan Women fight against cultural appropriation of their weaving designs and for the recognition of their collective intellectual property rights

³¹⁹ Interviewee E2, E16; CMI!, 2018, Stories of Change: Mayan Women fight against cultural appropriation of their weaving designs and for the recognition of their collective intellectual property rights

³²⁰ Interview E2, Sensemaking session 28 Sept 2020.

³²¹ Interviewee E2, E16; CMI!, 2018, Stories of Change: Mayan Women fight against cultural appropriation of their weaving designs and for the recognition of their collective intellectual property rights

³²² Sensemaking session 28 Sept 2020.

³²³ CMI!, 2018, Stories of Change: Mayan Women fight against cultural appropriation of their weaving designs and for the recognition of their collective intellectual property rights; Sensemaking session 28 Sept 2020.

³²⁴ Banco Centroamericano de Integración Económica, BCIE, in: Movimiento Nacional de Tejedoras, AFEDES, 2018, Situación cultural de las mujeres indígenas de Guatemala, p.3

³²⁵ Americas Quarterly, 16 January 2013, [Repression, Resistance, and Indigenous Rights in Guatemala](#), accessed 13 October 2020.

³²⁶ CIA, The World Factbook, [Guatemala](#), accessed 15/10/20.

³²⁷ UAF LAC, 2020, [Outreach visit to Guatemala](#), accessed 15/10/20.

they face discrimination on the grounds of both their gender and ethnic background. The political class in Guatemala remains uninterested in introducing systemic change.³²⁸ As a result, Indigenous and other social justice movements have no reliable political allies among policy makers, and must make efforts to form ad hoc coalitions and collaborations to secure their goals.

Process: In 2016, AFEDES hosted the first national weavers' meeting, financially supported by a Rapid Response Grant from UAF LAC, which provided funds for travel, catering, and the systematisation of the findings. The meeting brought together 300 weavers from different regions of the country to discuss their demands and gather their testimonies to support the legal case.³²⁹ Following its initial meeting, the Weavers' Movement continued growing by holding annual meetings, and reaching out and organising different Mayan communities in Guatemala, a difficult task given the remoteness and insufficient transport connections to many regions. The movement has established regional Weavers Councils in eight municipalities within four national departments. It has further gathered support from professional women and academics who are its regular collaborators.

A direct outcome of the movement building was the movement's consolidation of its demands and their presentation to the Constitutional Court of Guatemala, accusing the Guatemalan state of failing to protect the clothing and textile designs of the country's Mayan weavers. The case generated significant attention from the media, including thanks to an article produced in the framework of AWID's partnership with OpenDemocracy.³³⁰ The weavers' petition to the Constitutional Court was successful – in October 2017, the court ruled in favour of their demands, and instructed the Congress to adopt a law to ensure the protection of their rights and securing economic justice.

In February 2018, eight Mayan women weavers representatives of the Weavers Movement attended a hearing³³¹ of the Interamerican Commission on Human Rights (IACHR) in Bogotá, Colombia, to present a report³³² on the situation of Indigenous Mayan women weavers in Guatemala and lobby the UN Special Rapporteur for Indigenous People and the Guatemala Human Rights Prosecutor. The mission was made possible by a Rapid Response Grant received from UAF LAC that allowed the women weavers representatives to cover their travel and accommodation costs. As a result of the weavers' advocacy, the IACHR 2018 annual report on Guatemala describes the violations of Mayan weavers' economic and intellectual property rights and recommends that the state of Guatemala urgently protect the designs of textile products made by Mayan women.³³³

Recommendations

- Continue to support actors who are outside of the circle of 'usual suspects', emerging movements or those on the margins of the women's movement.
- Continue to follow the lead of the supported movements and respond to its needs, rather than prescribing solutions.
- Ensure the complementarity of CMI! members work to amplify efforts and outcomes.

³²⁸ Interviewee E16; UAF LAC, 2020, [Outreach visit to Guatemala](#), accessed 15/10/20.

³²⁹ Interviewee E16

³³⁰ openDemocracy, 8 August 2018, [Guatemala are fighting to protect their designs – and their identity](#), accessed 15/10/20.

³³¹ Full recording of the hearing available on [YouTube](#), accessed 15/10/20.

³³² Movimiento Nacional de Tejedoras, AFEDES, 2018, Situación cultural de las mujeres indígenas de Guatemala

³³³ CIDH, 2018, Informe de Seguimiento se Recomendaciones Formuladas por la CIDH en el Informe Sobre Situación de Derechos Humanos en Guatemala, p.640

Annex 2 - Overview of interviewees

In total, 111 interviews were conducted as part of the ETE, not including member briefings conducted at the inception of the project.

Figure 2 - Breakdown of interviewee by type of stakeholder

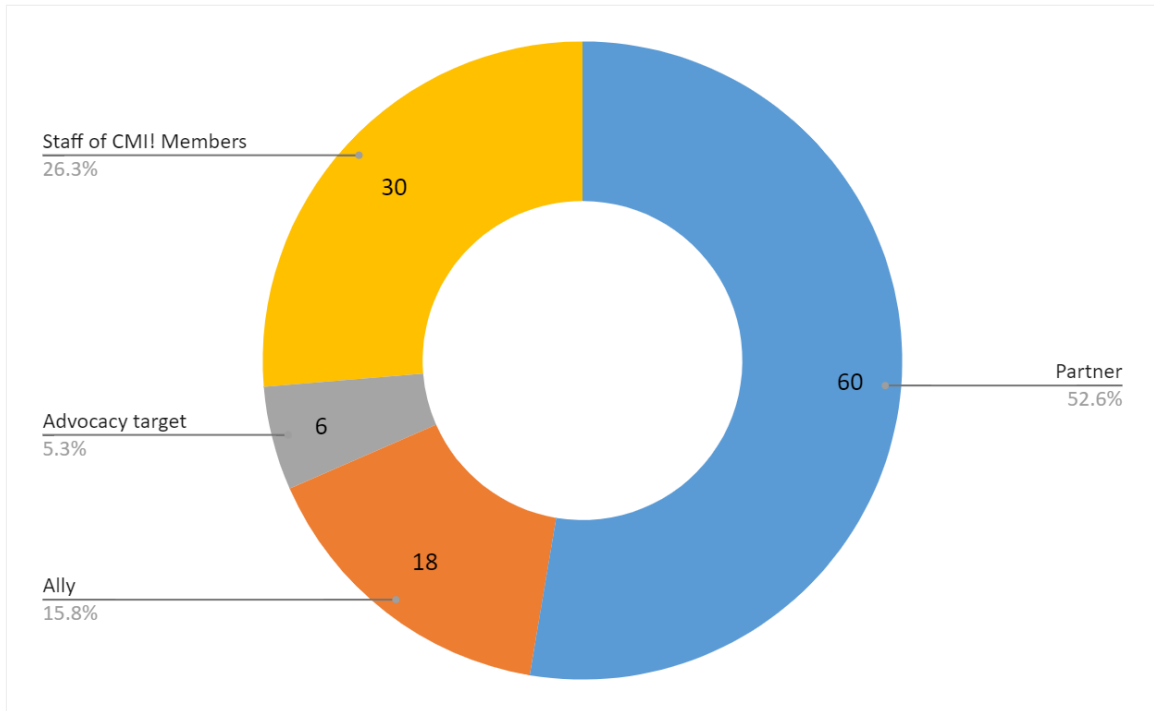


Figure 3 - Breakdown of interview by location (country)

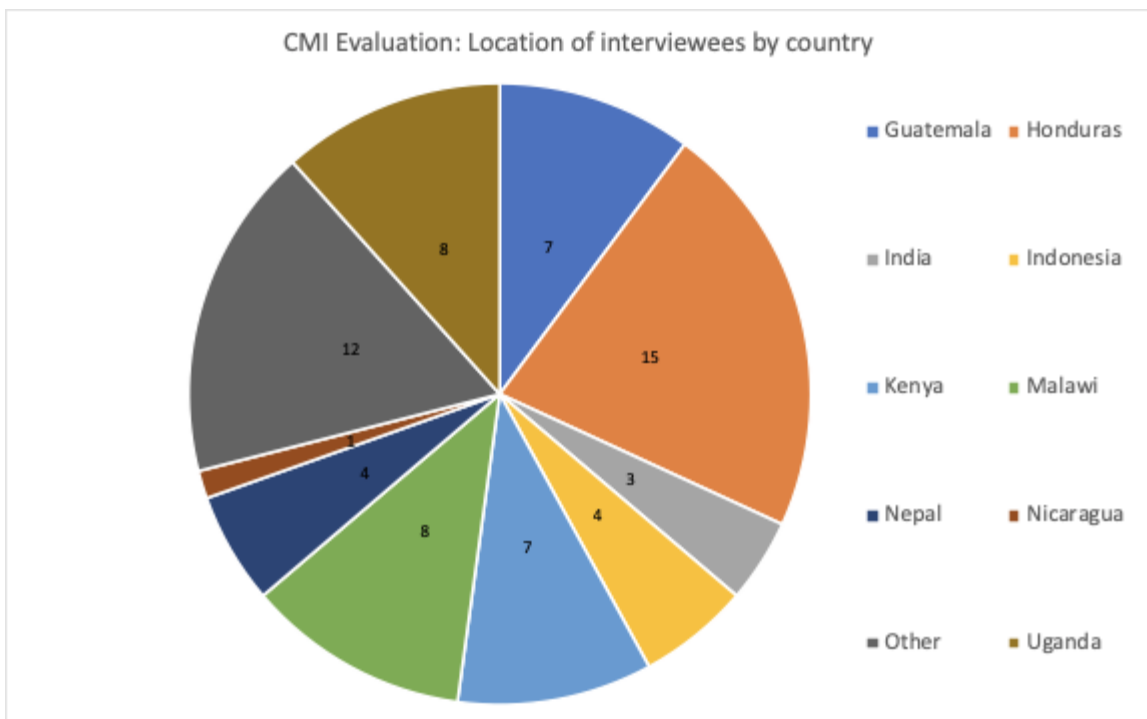
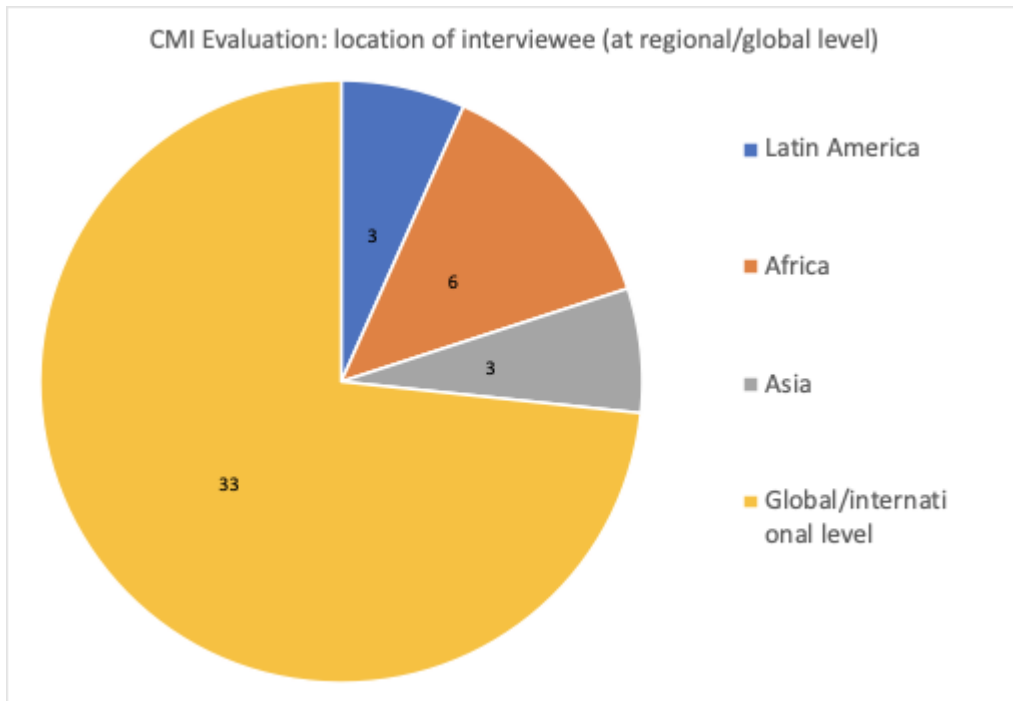


Figure 4 - Breakdown of interview by location (region)



Annex 3 List of documents consulted

1. Baseline report
2. MTR final report
3. Management letters
4. Programme documents
 - a. Governance document
 - b. Final programme document
 - c. D&D policy framework
5. Annual plans 2017-2020 (all members)
6. Annual reports
 - a. 2016
 - b. 2017
 - c. 2018
 - d. 2019
7. Biannual meeting reports
 - a. 2017
 - b. 2018
 - c. 2019
 - d. 2020
8. CMI! PMEL Tools
 - a. After action reviews
 - b. Change diaries
 - c. Stories of change 2017
 - d. Stories of change 2018
 - e. Stories of change 2019
9. Individual member work plans
 - a. 2017
 - b. 2018
 - c. 2019
10. Money & Movements
 - a. Programme
 - b. Public agenda
 - c. Reflection documents (internal & external)
11. Media group mandate
12. Working group mandates [if relevant/available] , and reflection documents that offer insight into the work and achievements of the WGs
13. PMEL Working Group
 - a. CMI! L&A mapping (all partners)
 - b. PMEL Framework and related documents
14. Application form - D&D assumptions
15. MTR consultant data
 - a. Case studies
 - b. Interviews
 - c. Webinar
 - d. KII M&M activists
16. Partner capacity data [overview and summary prepared by CMI! Secretariat]
17. RUF Strategy Review Report - 2019
18. IATI reporting data
19. Context analysis CMI! 2.0
20. Spotlight:
 - a. CMI! Spotlight L&A 1% Application

- b. CMI! WOMen Influence EU Spotlight Initiative - 1%
 - c. Guide to monitoring Spotlight
 - d. Framework to monitoring Spotlight
 - e. Template - Framework for Monitoring Spotlight
 - f. Analysis tool for Spotlight Monitoring
 - g. Scorecard template - final
21. JASS:
- a. HIV Treatment Literacy Manual
 - b. JASS SNA CMI! ETE 2016-2019
 - c. JASS SEA CMI! ETE 2016-2019
 - d. JASS Mesoamerica CMI! ETE 2016-2019
 - e. JASS SNA - Defending rights in hostile contexts
 - f. JASS After event review - Geneva week 2019
 - g. JASS After event review 2019 - FMB
 - h. JASS mobilising and global action Berta
 - i. JASS SEA AER Power & Leadership Workshop Myanmar
 - j. JASS SEA AER Power & Contextual Workshop Myanmar
 - k. JASS Meso ARR Alquimia 2019
 - l. JASS Meso AER CEDAW CMI! Final
22. Alquimia Case Study
- a. JASS, 2018, Mapeo: Las Mujeres y las Luchas por la Tierra y el Territorio en Honduras
 - b. JASS, 2018, SOMOS MADERA DE HACHA! Sistematizando la Escuela de Alquimia Feminista, Honduras 2017-2018
 - c. JASS, Cuadernos de Alquimia 1-4
 - d. JASS, Information note on the Alquimia schools
 - e. JASS, CMI! Story of Change 2017, Rural Women Lead the Fight for Land in Guatemala
23. Mayan weavers' case study
- a. CIDH, 2018, Informe de Seguimiento de Recomendaciones Formuladas por la CIDH en el Informe Sobre Situación de Derechos Humanos en Guatemala, <http://www.oas.org/es/cidh/docs/anual/2018/docs/ia2018cap.5gu-es.pdf>
 - b. Movimiento Nacional de Tejedoras, AFEDES, 2018, Situación cultural de las mujeres indígenas de Guatemala
 - c. CMI!, 2018, Stories of Change: Mayan Women fight against cultural appropriation of their weaving designs and for the recognition of their collective intellectual property rights
 - d. UAF LAC, 2020, Visita de reconocimiento a Guatemala (Outreach visit to Guatemala), <https://fondoaccionurgente.org.co/en/news/outreach-visit-to-guatemala/>
24. UAF 2020 - Our Strategic Plan
25. UAF LAC 2018 Story of Change: Mayan Women fight against cultural appropriation of their weaving designs and for the recognition of their collective intellectual property rights

Annex 4 Evaluation matrix

[please see Annex in separate pdf file]

Annex 5 Interview protocols

Partner interview protocol	
Intro	<i>REFER TO INTRO E-MAIL TO EACH INTERVIEWEE FOR EXACT FRAMING</i> Intro to conversation and ETE [focus countries, research questions] We would like to ask questions about how you see your area of work has developed in the past years, as well as your experience with [CMI! or member], the changes to which your collaboration with them contributed.
	Privacy: the conversation will not be recorded but we would like to take notes. Where we use text from these conversations, it will be anonymised; stored in a secure manner.
	Participants, profile
	short intro to the organisation: what are the top 3 things we should know about your organisation/work?
	Can you tell us about your relationship with [member] in the past 4 years? What shapes does your collaboration take and how has this changed since 2016?
Overall context	What are the most important changes in the external (political/social) context of your work? How have these influenced feminist organisations in your context in general? And your organisation in particular?
	How has your community/ constituency changed in the past years? [prompts: changes in size; level of involvement; ability to reach them] What did this mean for the way you do your work? Do you feel that there are groups that you would like to work with but do not reach yet?
Capacity building [if applicable]	If you think about your organisation/ your work 4 years ago, how have your resources/ ways of working changed since? Are there things that you do better now/ things that are more challenging? (Prompts: advocacy tools/skills; internal organisation, M&E, financial management, risk management, resilience, hiring new roles, fundraising, leadership?)
	<i>Follow up on answers to question above: what were the tools/grants/collaborations/ that enabled you to make these changes?</i>
	What was the effect of these changes on the way you work and the results of your work that you see? [<i>note for interviewers: look for outcomes</i>]
	Do you work with networks/collaborations? How have these changed in the past 4 years? What is their contribution to your work? How do you expect them to evolve in the next few years?
	How does the [support/partnership] with [CMI/member] compare to other support/partnerships you have?
	How has your community/ constituency changed in the past years? [prompts: changes in size; level of involvement; ability to reach them] What did this mean for the way you do your work? Do you feel that there are groups that you would like to work with but do not reach yet?
	What are 3 changes/trends/important aspects that you expect in the next 2 years?
sustainability	What kind of resources or support would your organisation need to be able to continue working in the future context?
Advocacy [if applicable]	What are some results in your advocacy/campaigning work in the past 4 years that you are really proud of? Has the support/partnership with [CMI/Member] contributed to these?
	What have been the biggest challenges?

	Have these successes and challenges influenced the way you are thinking about your work going forward? What would you expect to do/have to do differently?
	If you think about the next 2 years, what kind of support/collaborations do you think you will need?
Closing	Is there anything else that you would like to mention about your experience?
Next steps	We will conduct about 100 interviews, and would like to contact some of our interviewees again with the cumulative results to share/reflect together on what has emerged from the conversations. Are you interested in being contacted (Around september/October) for this follow up? While not all participants might get contacted, all will receive a summary of the report that it has informed.

Staff member interview protocol	
	note: adapt the questions to the background of the person - we are looking for outcomes and changes over time in relation to the area of work of the interviewee. Therefore it can be advocacy or work with partners (or other)
Intro	REFER TO INTRO E-MAIL TO EACH INTERVIEWEE FOR EXACT FRAMING Intro to conversation and ETE [focus countries, research questions] We would like to ask questions about how you see your area of work has developed in the past years, as well as your experience as team member implementing activities funded by CMI, and the changes to which the funding has contributed.
	Privacy: the conversation will not be recorded but we would like to take notes. Where we use text from these conversations, it will be anonymised; stored in a secure manner.
	Participants, profile, how does this connect to CMI[what elements of it are funded through CMI! - though the staff member might not know]
	short intro to the organisation: what are the top 3 things we should know about your work?
Overall context	What are the most important changes in the external (political/social) context of your work? How have these influenced feminist organisations in your context in general? And your organisation in particular? [try to keep this short- maybe ask for 1 trend?]
	How have the communities/ constituencies you worked with changed in the past years? [prompts: changes in size; level of involvement; ability to reach them] What did this mean for the way you do your work? Do you feel that there are groups that you would like to work with but do not reach yet?
Relationship with NL embassies (or others) - if applicable	Regional: who are your policymaker counterparts? Do you have a relationship with the Dutch embassies? What is this relationship like? How does this compare to your relationship with other governments?
Capacity building [if applicable]	If you think about your partners 4 years ago, how have their resources/ ways of working changed since? Are there things that they do better now/ things that are more challenging? (Prompts: advocacy tools/skills; internal organisation, M&E, financial management, risk management, resilience, hiring new roles, fundraising, leadership?)
	<i>Follow up on answers to question above:</i> what were the tools/grants/collaborations/ that enabled them to make these changes? Can you discern where CMI-enabled funding contributed to this?/where your organisation has contributed to this?
	What was the effect of these changes on the way they work and the results of their work that you see? [<i>note for interviewers: look for outcomes</i>]

	Do your partners work with networks/collaborations? How have these changed in the past 4 years? What is their contribution to the work of partners? How do you expect them to evolve in the next few years?
	What are 3 changes/trends/important aspects that you expect in the next 2 years to impact on your geographical/thematic area of work?
sustainability	What kind of resources or support would these organisations need to be able to continue working in the future context? And what do you expect to be able to provide?
Advocacy [if applicable]	What are some results in your advocacy/campaigning work in the past 4 years that you are really proud of? Has the support/partnership with CMI! partners contributed to these?
	What have been the biggest challenges?
	Have these successes and challenges influenced the way you are thinking about your work going forward? What would you expect to do/have to do differently?
	If you think about the next 2 years, what kind of support/collaborations do you think you will need?
Closing	Is there anything else that you would like to mention about your experience?
Next steps	We will conduct about 100 interviews, and would like to contact some of our interviewees again with the cumulative results to share/reflect together on what has emerged from the conversations. Are you interested in being contacted (Around september/October) for this follow up? While not all participants might get contacted, all will receive a summary of the report that it has informed.

Influencing target interview protocol	
	Note: adapt the questions to the background of the person - we are looking for outcomes and changes over time in relation to the area of work of the interviewee. Influencing targets are not necessarily a good source of attribution, but they can help us with the contribution - how did processes play out from their side, and what other influences were relevant?
Intro	<i>REFER TO INTRO E-MAIL TO EACH INTERVIEWEE FOR EXACT FRAMING</i> Intro to conversation and ETE [focus countries, research questions] We would like to ask questions about how you see your area of work has developed in the past years, as well as your experience in interacting with [organisation] and others.
	Privacy: the conversation will not be recorded but we would like to take notes. Where we use text from these conversations, it will be anonymised; stored in a secure manner.
	Participants, profile, how does this connect to CMI[what elements of it are funded through CMI! - though the staff member might not know]
	short intro to the organisation: what are the top 3 things we should know about your work? How have you known/engaged with [organisation] in the past 4 years? (which issues/processes? What role has the [member] played- is it mainly information provision or more collaborative way of advocating?
	What has been your experience with the work of [organisation] - how have they added value to the field of work? (prompts: content, network-building, communication style, way of delivering messages which are adapted to the audiences and at the right time) Is there anything that they do particularly well/ that they should do differently to ensure that your relationship is a success?
	How does [organisation] compare/complement to other organisations that you have worked with on these issues?

Overall context	What are the most important changes in the external (political/social) context of your work? How have these influenced feminist organisations in your context in general? And your organisation in particular? [try to keep this short- maybe ask for 1 trend?]
Advocacy [if applicable]	What are some results in your policymaking work in the past 4 years that you are really proud of? Which actors have [partners] contributed to these?
	What have been the biggest challenges?
	Have these successes and challenges influenced the way you are thinking about your work going forward? What would you expect to do/have to do differently?
Closing	Is there anything else that you would like to mention about your experience?
Next steps	We will conduct about 100 interviews, and would like to contact some of our interviewees again with the cumulative results to share/reflect together on what has emerged from the conversations. Are you interested in being contacted (Around september/October) for this follow up? While not all participants might get contacted, all will receive a summary of the report that it has informed.