

# GLOBAL GRASSROOTS IMPACT ASSESSMENT

*SUMMER 2014*

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In partnership with Global Grassroots and the Jefferson Public Citizens  
(JPC) Program



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# EXECUTIVE SUMMARY

Global Grassroots is an international nongovernmental organization (NGO) that works with women and girls in post-conflict areas. In June and July 2014, four members of the Jefferson Public Citizens (JPC) grant program at the University of Virginia completed an assessment of Global Grassroots' impact and efficacy. The 2014 assessment was the third of its kind; Global Grassroots was externally assessed in 2009 and 2011.

The reports from both 2009 and 2011 documented Global Grassroots' strong record of achievement, and concluded that Global Grassroots was achieving its mission. To build upon past research, this report had three primary aims:

- **Impact:** Provide an update to the findings on individual, organizational, and social impact from 2011;
- **Evaluation:** Identify particular strengths and weaknesses within the larger context of Global Grassroots' continued success;
- **Recommendations:** Make recommendations for improvement, and identify strengths as opportunities for growth.

Global Grassroots has continued to positively impact the individuals, ventures, and communities that it has worked with since 2011. Changes to economic status, physical well-being, leadership, and community initiatives are well documented and encouraging:

- **Individual Impact:**
  - The number of beneficiaries who are able to lend money has doubled since 2011.
  - 31 percent of the girls' program graduates now have money saved, compared to 0 percent before training.
  - The percentage of beneficiaries' children kept home from school by lack of money has dropped by one third to 10 percent, compared to 36 percent of the control group.
  - 96 percent of beneficiaries' children have health insurance, compared to 63 percent of control group's children.
  - Trainees report feeling more hopeful and happier than control group participants.
  - 65.3 percent of trainees still frequently use mindfulness techniques.
  - Trainees had the lowest reported frequency of symptoms of post-traumatic stress, meaning they are bothered less frequently than either control group.
  - 90 percent of girls report that they are doing well in school, a 42 percent increase over the former 63 percent.
- **Organizational Impact:**
  - 90 percent of ventures operating in 2011 were still active in 2014, 1 venture has launched an expansion project.
  - Ventures received an average score of 3.776 on the Nonprofit Management Scorecard, well above Global Grassroots' minimum standard, out of 5 possible points. Ventures need a minimum of score of 3 to receive funding from Global Grassroots.
  - On average, trained ventures scored very highly on identifying a social issue, identifying a target population, and developing a theory of change (4.64, 4.58, and 4.54 out of 5, respectively).



- On average, trained ventures scored lowest on budgeting, goal setting, and management policies (3.90, 3.89, and 3.80, respectively).
- **Social Impact:**
  - Beneficiaries from 100 percent of ventures reported positive life changes because of Global Grassroots trainees.

Global Grassroots is achieving its mission, vision, and theory of change. However, to more completely understand and verify its theory of change, additional testing is required, with increased academic rigor. The Academy for Conscious Social Change has been proven effective; further efforts should focus on refining the fellowship and coaching process. Finally, as Global Grassroots expands its programming, it should focus on resource-efficient options like the girls program, and develop metrics that can track when to end the fellowship and coaching period for ongoing ventures.



# SECTION 1:

## *Introduction, Background and Methodology*

To provide context for the team's findings and subsequent recommendations, this section details the origins, aims, structure, and implementation of the project.



## **PART A: Introduction and Background**

Global Grassroots is an international nongovernmental organization (NGO) whose mission is “to catalyze women and girls as leaders of conscious social change in their communities.”<sup>1</sup> The breadth of Global Grassroots’ work is much more extensive than that which can be detailed here; this project dealt primarily with graduates of the Academy for Conscious Social Change, Global Grassroots’ training program for girls and women. Geographically, this project focused on the organization’s work in Rwanda and Uganda.

During the summer of 2009, Lydia Humenycky, a graduate student at Carnegie Mellon University, completed the first impact assessment process for Global Grassroots. Humenycky’s aim was to provide an actionable answer to the question, “is the mission of Global Grassroots ... effective given the results received and interpreted during the time frame of this study?” Humenycky’s project focused chiefly on Global Grassroots’ training program. The 2009 Impact Assessment interviewed the 11 ventures that were operating in 2009, and gave each team a Nonprofit Management Scorecard rating. Humenycky also collected follow-up data on team leaders’ standard of living and sense of empowerment. Unfortunately, Humenycky’s project was completed before any of the teams had completed issue studies, leaving her unable to assess social impact.

Broadly, Humenycky’s answer to the project’s guiding question was “yes.”<sup>2</sup> The findings of the 2009 Assessment indicated significant changes for individual team members, and high levels of potential for change on an organizational level. The project noted the difficulty of measuring social impact, but expressed confidence in the teams’ ability to make change. Thus, though Global Grassroots was not meeting each of its stated objectives in its totality, Humenycky concluded that the organization was achieving its overall mission.

In the summer of 2011, Julia Oakley, another graduate student at Carnegie Mellon University, led a second impact assessment process for Global Grassroots. Oakley’s project aimed to build from and improve the project conducted by Humenycky in 2009. Oakley re-assessed Global Grassroots’ impact on individuals and organizations, and compared her findings to Humenycky’s work in 2009. Oakley’s data indicated sustained growth on both levels of impact.<sup>3</sup> Additionally, Oakley analyzed issue studies from 21

<sup>1</sup> A detailed description of Global Grassroots can be found in Appendix B.

<sup>2</sup> See Appendix A for the 2009 Impact Assessment report.

<sup>3</sup> See Appendix B for the 2011 Impact Assessment report.



ongoing ventures to calculate an aggregate social impact of 32,500 persons in Rwanda. Oakley again concluded that Global Grassroots was achieving its mission.

Thus, this research team sought to replicate an impact assessment process that had been completed twice before. The primary aim of this project was to gather data on the three levels of impact that had been assessed in the past: individual, organizational, and social. However, this project sought to add statistical rigor to the collection of that data; we designed methods that would allow us to reliably assess Global Grassroots' efficacy in achieving its mission, vision, and theory of change. Finally, this team hoped to recommend positive, reliable, actionable, and efficient changes to Global Grassroots.

## PART B: Methodology

The methodology of the project can be subdivided into three rough categories: design, implementation, and synthesis.

This Impact Assessment was designed in the winter and spring of 2014 by a research team of four students at the University of Virginia,<sup>4</sup> working with faculty from the Batten School of Leadership and Public Policy. We worked closely with Global Grassroots to understand the context and background information discussed above, and to identify the aims and structure of the process. Among other information, the research team was given the following tools:<sup>5</sup>

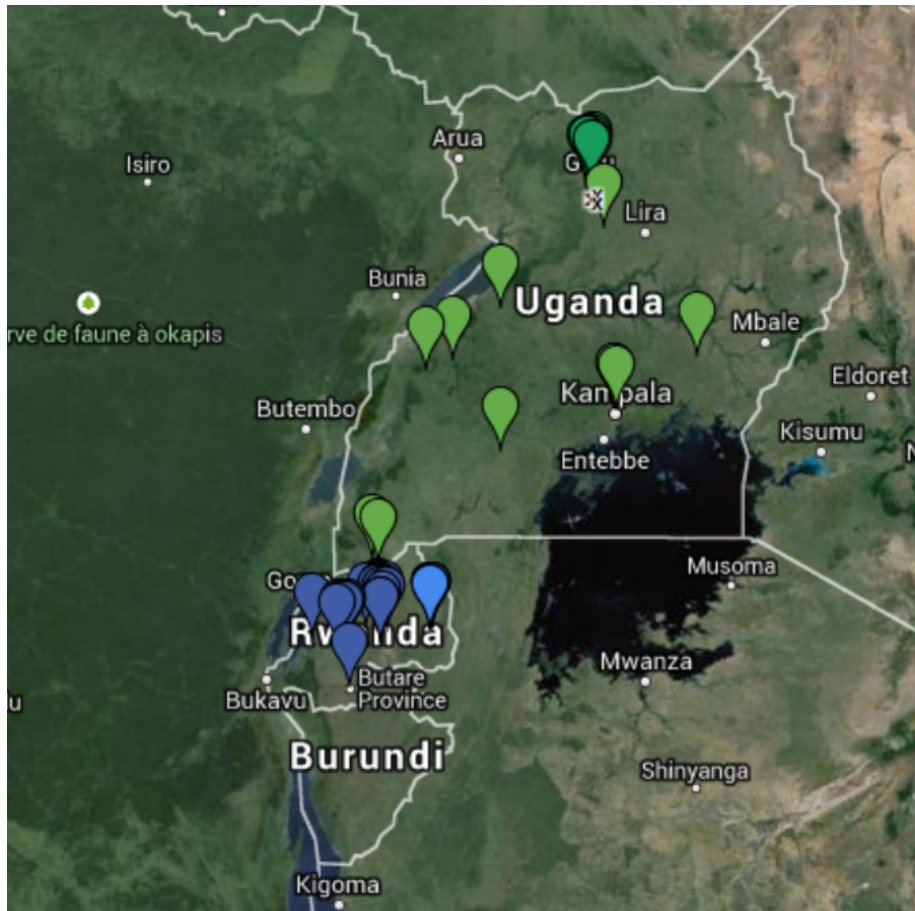
- a. General Assessment Form – series of interview questions that gather qualitative data on the venture's progress, individual impact, and organizational impact.
- b. Pre-Training and Post-Training Questionnaires – surveys that gather quantitative and qualitative data on individual impact.
- c. PCL-17 Survey – survey that gathers self-disclosed quantitative data on indicators of post-traumatic stress.
- d. Nonprofit Management Scorecard – series of metrics that allow the researcher to quantitatively score a venture's organizational capacity.
- e. Issue Studies – survey designed and implemented by each venture (in conjunction with Global Grassroots) to quantify that venture's social impact.

From May 30th to July 26th, the research team collected data while based in Kigali, Rwanda. We completed 68 interviews with 35 ventures. 26 of those teams operate in Rwanda, and 9 in Uganda. 19 of those teams were long-standing teams, 4 were inactive, and 12 were recently launched. The project was made possible by the hard work and talent of Global Grassroots' Founder and CEO, Gretchen Wallace, and Global Grassroots' Rwandan office, led by Gyslaine Uwitonze.



<sup>4</sup>Porter Nenon, Mark Heneine, Claire Council, and Lauren Jackson.

<sup>5</sup> See Appendix C for copies of each tool or metric.



Global Grassroots' map of ongoing ventures

We also surveyed 52 control group participants to isolate the effect of Global Grassroots' training. Our control group had 32 participants in Rwanda's capital city, Kigali, and 20 participants in a rural Rwandan town, Byimana. The control groups were designed as a matched pairs study, where participants are reflective of the research group for as many variables as possible. Our control participants were matched by gender, age, leadership experience, income, and geography. Each control group participant completed a PTSD survey and a post-training assessment.

The final stage of the Impact Assessment project was the synthesis of data into coherent findings, accurate evaluations, and actionable recommendations. We continued to work closely with faculty in the Batten School of Leadership and Public Policy, to vet our statistical models for academic rigor. Though our data analysis mainly required easily replicable calculations of mean, mode, and percentages, we did use a multivariate regression to determine the correlation between observed changes and Global Grassroots' training.

# SECTION 2:

## Data and Findings

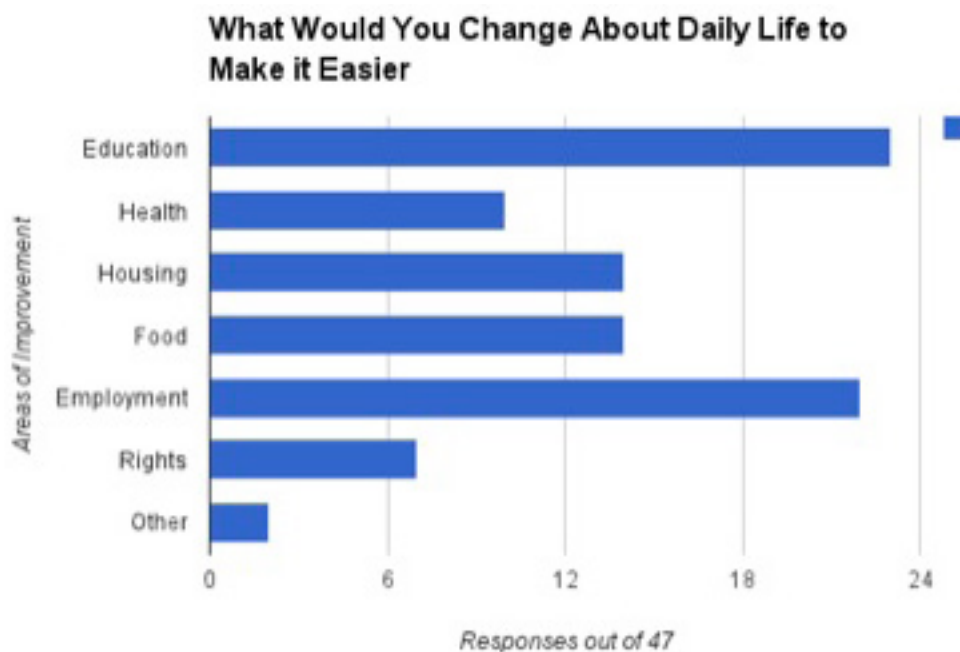
### PART A: Individual Data and Impact

First, this research team attempted to assess whether graduates of Global Grassroots' program had experienced personal changes since they were assessed in 2011. Second, we identified and surveyed two control groups to isolate the effect of Global Grassroots' training on an individual. Specifically, the team focused on changes to graduates' standard of living, sense of empowerment, personal wellbeing, and post-traumatic stress.

To begin broadly, the graduates of Global Grassroots' Academy for Conscious Social Change are passionate, committed, and talented activists in their own communities. 100 percent of the graduates interviewed identified Global Grassroots' training as the primary source of their knowledge, skills, and support. Though improvements could still be made to the program holistically, the research team's first finding was that Global Grassroots' training program is reviewed very positively. Survey responses indicate that Global Grassroots' program is useful because it addresses two of the primary needs of its target population: education and employment.

The research team began by gathering demographic data about Global Grassroots' participants. Our demographic questions focused on age, education level, and indicators of socioeconomic status. Among the 46 respondents, the average age was 43 years old. The team members reported an average of close to 4 children, though the mode of the data was 5 children. 96 percent of those children have health insurance. Every team member eats 2-3 meals per day. 46 percent of the women are able to lend money to neighbors, when needed. The demographic data gathered by this research team matched the demographics of Global Grassroots' chosen target population; Global Grassroots is reaching its intended beneficiaries with remarkable precision.

Our data also indicate a significant impact on personal wellbeing, relative to 2011.

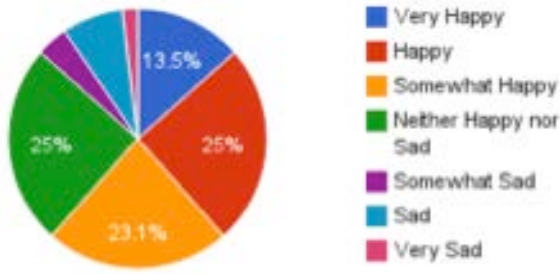




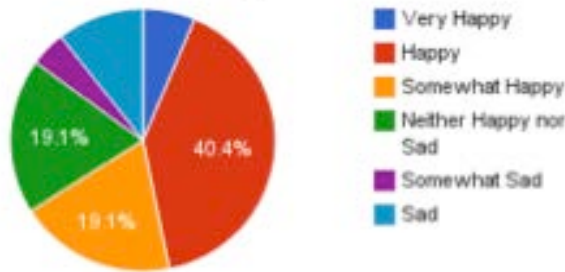
CHANGE IN PARTICIPANTS' WELLBEING OVER TIME		2009	2011	2014	% Change	Trend
Difficulty of Life	Very Difficult	26.47%	20.93%	14.89%	-28.86%	Slight decrease in self-reported ease of life.
	Somewhat Difficult	29.41%	16.28%	29.79%	82.99%	
	Normal	44.12%	48.84%	44.68%	-8.52%	
	Somewhat Easy or Comfortable	0.00%	9.30%	6.38%	-31.40%	
	Very Comfortable	0.00%	4.65%	4.26%	-8.39%	
Children	Average # of children living in household	3.7	3.52	3.72	5.68%	More children attending school
	# of children living in home unable to attend school	47.24%	18.16%	12.00%	-33.92%	
Food	Average # of meals eaten per day	2.20	2.40	2.48	3.33%	Slight increase
Economic Status	% able to lend money to neighbors if they have a problem	n/a	23.26%	46.81%	101.25%	Significant increase in economic status
	% reporting a change in family's economic situation due to social change project	n/a	65.12%	n/a		
Sense of Power: Personal	Powerless	9.38%	4.44%	0.00%	-100.00%	Normalization in sense of power
	Not Very Powerful	12.50%	4.44%	6.38%	43.69%	
	Normal	34.38%	35.56%	51.06%	43.59%	
	Some Power	37.50%	28.89%	27.66%	-4.26%	
	Powerful	6.25%	26.67%	14.89%	-44.17%	
Sense of Power: Family	Powerless	6.67%	2.27%	0.00%	-100.00%	Normalization in sense of power
	Not Very Powerful	10.00%	6.82%	11.11%	62.90%	
	Normal	46.67%	38.64%	44.44%	15.01%	
	Some Power	36.67%	29.55%	24.44%	-17.29%	
	Powerful	0.00%	22.73%	13.33%	-41.36%	
Sense of Power: Community	Powerless	19.35%	0.00%	0.00%	0.00%	Increase in sense of community power
	Not Very Powerful	19.35%	9.52%	15.56%	63.13%	
	Normal	25.81%	50.00%	35.56%	-28.88%	
	Some Power	25.81%	30.95%	40.00%	29.24%	
	Powerful	9.68%	9.52%	8.89%	-6.62%	
Hopefulness	No hope at all	n/a	0.00%	0.00%	0.00%	Significant increase in reported hopefulness
	Not very hopeful	n/a	1.96%	0.00%	-100.00%	
	A little bit hopeful	n/a	5.88%	6.38%	8.50%	
	Somewhat hopeful	n/a	9.80%	19.15%	95.41%	
	Hopeful	n/a	56.86%	61.70%	8.51%	
	Very Hopeful	n/a	9.80%	10.64%	8.57%	
	No response	n/a	15.69%	2.13%	-86.42%	
Happiness	Very sad	n/a	1.96%	0.00%	0.00%	Significant increase in reported happiness
	Sad	n/a	0.00%	10.64%		
	Somewhat sad	n/a	5.88%	4.26%	-27.55%	
	Neither happy nor sad	n/a	13.73%	19.15%	39.48%	
	Somewhat happy	n/a	21.57%	19.15%	-11.22%	
	Happy	n/a	21.57%	40.43%	87.44%	
	Very happy	n/a	17.65%	6.38%	-63.85%	
No response	n/a	17.65%	0.00%			

This data reflects significant improvements in the economic status and personal wellbeing. Both trends match the qualitative evidence gathered in the team’s interviews. For instance, trainees’ ability to lend money to neighbors more than doubled since 2011. Families also feel such economic benefits. The numbers of trainees unable to pay for their children’s schooling dropped by one third, to 10 percent, and 96 percent of the children of trainees have health insurance. In comparison, control group participants were unable to pay for school for 36 percent of their children, and only 63 percent of the children have health insurance. The one category that did not have a positive trend, the participant’s sense of power, did not become negative; it simply normalized.

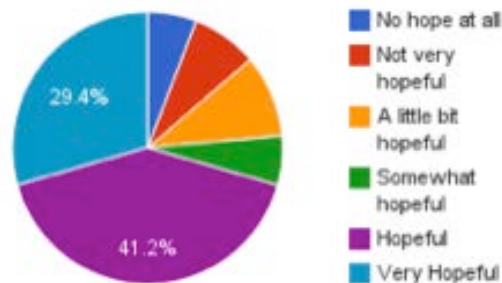
**Control Group: Happiness**



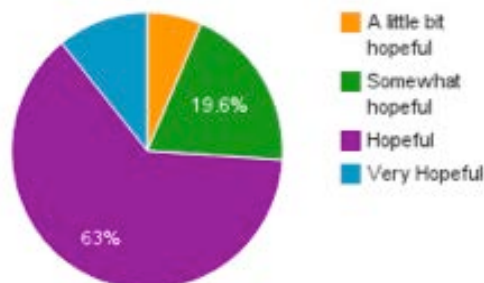
**Research Group: Happiness**



**Control Group: Hope**



**Research Group: Hope**



The latter data, reflecting participants’ levels of hope and happiness, are less strongly correlated to Global Grassroots’ program. However, the data still suggest that Global Grassroots’ trainees have remained happy and hopeful throughout their time as change agents.

On the whole, Global Grassroots’ beneficiaries are happier and more hopeful than control group participants. Though control group participants were slightly more likely to identify as “very hopeful” or “very happy,” the data again reflect a normalization that fits with Global Grassroots’ mission in post-conflict settings. Only 14% of Global Grassroots’ participants identified as “somewhat sad” or “sad,” and 0% identified as very sad. In comparison, a comparable group of control group participants identified as “somewhat sad” or “sad,” but control group participants were much more likely to report feeling “very sad” or “neither happy nor sad” than research group participants. Similarly, 0% of beneficiaries felt “no hope” or “not very hopeful,” compared to the one sixth of control group participants who selected those answers.



Global Grassroots' Girls program, which was launched more recently, was also found to significantly impact the girls who participate.

CHANGE IN UGANDA GIRLS' WELLBEING OVER TIME		Jan 2014	Aug 2014	% Change	Trend
Difficulty of Daily Life	Very Difficult	18.18%	18.18%	0.00%	No change
	Somewhat Difficult	36.36%	36.36%	0.00%	
	Normal	36.36%	36.36%	0.00%	
	Somewhat Easy or Comfortable	9.09%	9.09%	0.00%	
	Very Comfortable	0.00%	0.00%	0.00%	
Pocket Money to Spend on Self	Yes	0.00%	27.27%		Increase in personal income
	No	100%	72.73%	-27.27%	
Mostly Think About	The future	100%	100%	0.00%	No change
	The past	0.00%	0.00%	0.00%	
	The present	0.00%	0.00%	0.00%	
Doing a Good Job in School	Disagree a lot	0.00%	0.00%	0.00%	Significant increase in academic performance
	Disagree a little	9.09%	0.00%	-100.00%	
	Neither agree nor disagree	9.09%	0.00%	-100.00%	
	Agree a little	18.18%	9.09%	-50.00%	
	Agree a lot	63.64%	90.91%	42.86%	
Feel Stress or Anxiety	Not at all	0.00%	0.00%	0.00%	Normalized
	Not often	30.00%	18.18%	-39.39%	
	Sometimes	70.00%	81.82%	16.88%	
	Frequently	0.00%	0.00%	0.00%	
	All the time	0.00%	0.00%	0.00%	
Who Usually Makes Decisions in Community	Men	90.91%	63.64%	-30%	Increase in female participation
	Women	0.00%	9.09%		
	Both	9.09%	27.27%	200.00%	
Sense of Power: Personal	Powerless	0.00%	0.00%	0.00%	Normalization in sense of personal power
	Not Very Powerful	0.00%	0.00%	0.00%	
	Normal	0.00%	0.00%	0.00%	
	Some Power	9.09%	27.27%	200.00%	
	Powerful	90.91%	72.73%	-20.00%	
Sense of Power: Community	Powerless	0.00%	0.00%	0.00%	Large increase in sense of power in community
	Not Very Powerful	0.00%	0.00%	0.00%	
	Normal	0.00%	0.00%	0.00%	
	Some Power	45.45%	18.18%	-60.00%	
	Powerful	54.55%	81.82%	50.00%	
Able to Create Social Change in Community	Not at all able	0.00%	0.00%	0.00%	Slight increase in ability
	Mostly unable	0.00%	0.00%	0.00%	
	Sort of able	10.00%	0.00%	-100.00%	
	Mostly able	30.00%	45.45%	51.51%	
	Very able	60.00%	54.55%	-9.09%	
Ready to Create Social Change in Community	Not at all ready	0.00%	0.00%	0.00%	Increase in readiness
	Mostly not ready	10.00%	0.00%	-100.00%	
	Sort of ready	20.00%	0.00%	-100.00%	
	Mostly ready	30.00%	27.27%	-9.09%	
	Very ready	40.00%	72.73%	81.82%	



The data on the Uganda Girls program represent a much more abbreviated timeframe than the Rwanda women’s programs, but many of the trends are the same.

For the Rwanda Girls program, far fewer metrics were measured in the Post-Training Assessment, but the data indicate significant changes in a trainee’s ability and readiness to create social change in her community.

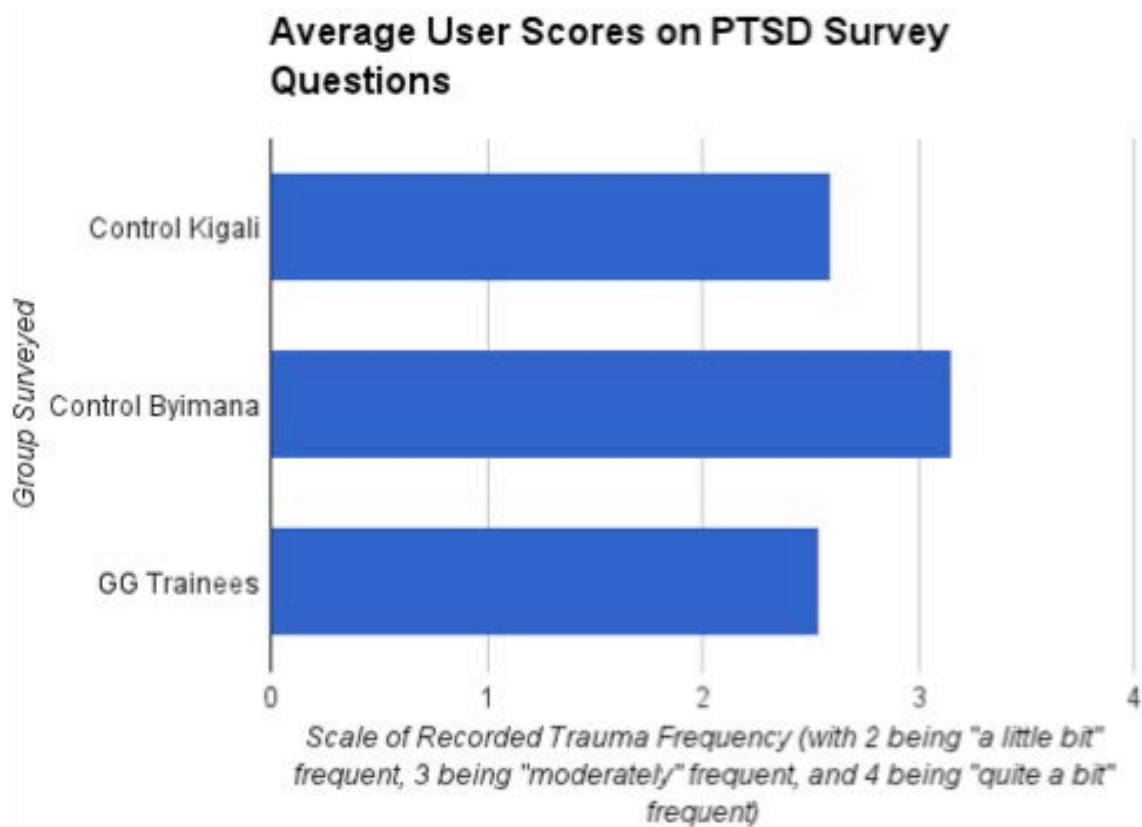
CHANGE IN RWANDA GIRLS’ AGENCY OVER TIME		2012	2014	% Change	Trend
Able to Create Social Change in Community	Not at all able	5.9%	5.00%	-15.2%	Significant increase in ability
	Mostly unable	11.8%	0.00%	-100.00%	
	Sort of able	23.5%	5.00%	-78.7%	
	Mostly able	35.3%	25.00%	-29.1%	
	Very able	23.5%	65.00%	176.6%	
Ready to Create Social Change in Community	Not at all ready	23.5%	0.00%	-100.00%	Significant increase in readiness
	Mostly not ready	11.8%	0.00%	-100.00%	
	Sort of ready	29.4%	20.00%	-32.00%	
	Mostly ready	17.6%	50.00%	184.1%	
	Very ready	5.8%	30.00%	417.2%	

The readiness and ability of the girls program graduates to create social change is remarkable. Two years after the completion of their training program, 90 percent of Global Grassroots’ young graduates feel “mostly able” or “very able” to be change agents, and 80 percent of respondents feel “mostly ready” or “very ready.” None of the respondents felt “not at all ready” or “mostly not ready” after completing the training program, though one quarter (25.3 percent) felt that way before the training.

Thus, this project’s comparative data reflect positive trends in economic status and personal agency from 2011 to 2014.

Next, to test Global Grassroots’ impact on trauma, we gathered data from the PCL-17 surveys for both the experimental group and the control group. We also gathered data on each respondent’s use of the mindfulness practices, to link PCL-17 scores to frequency (or infrequency) of mindfulness work. That way, Global Grassroots could begin to identify a causal relationship between mindfulness and healing. Qualitative data about mindfulness was also gathered in each interview with team leaders.

The PCL-17 survey asks respondents to answer 17 items that correspond to common psychiatric symptoms of PTSD. Examinees are asked to indicate how much they have been bothered by each symptom in the past month using a 5-point (1-5) scale from “Not at all” to “Extremely.” However, based on recommendations from Oakley’s assessment and input from Global Grassroots’ Rwandan office, we converted the Likert scale to multiple-choice options (a-e) to make the test more understandable. As Oakley explained in 2011, “Surveys themselves are a Western format of eliciting information, and the 1 to 5 ranking scale in particular may be difficult for persons unused to numerical scales or quantification of feelings.”



The chart above displays PCL-17 scores aggregated by whether or not the respondent had been trained by Global Grassroots. The Kigali control group had an average score of 2.598, the Byimana control group's average was 3.152, and Global Grassroots' team members had an average score of 2.538. The scores for Global Grassroots teams are the lowest of the three groups, suggesting that participation in Global Grassroots' programming does help participants cope with trauma. The average PCL-17 score for trainees means that trainees are not often bothered by symptoms of post-traumatic stress.

However, the margin is not wide; the average score for trainees was only .13 points lower than the Kigali control group. These results also do not prove causality, since a matched-pairs study still omits some variables, and thus biases the results. However, this research team concludes that Global Grassroots can be reasonably confident that its interventions have a discernible impact on post-traumatic stress.

The data also indicate that respondents in rural areas (e.g. Byimana) are more at risk than respondents from the capital city, Kigali. This trend is consistent with the qualitative evidence gathered by the research team; teams operating ventures in rural areas consistently identified more stressors and difficulties in their daily lives.

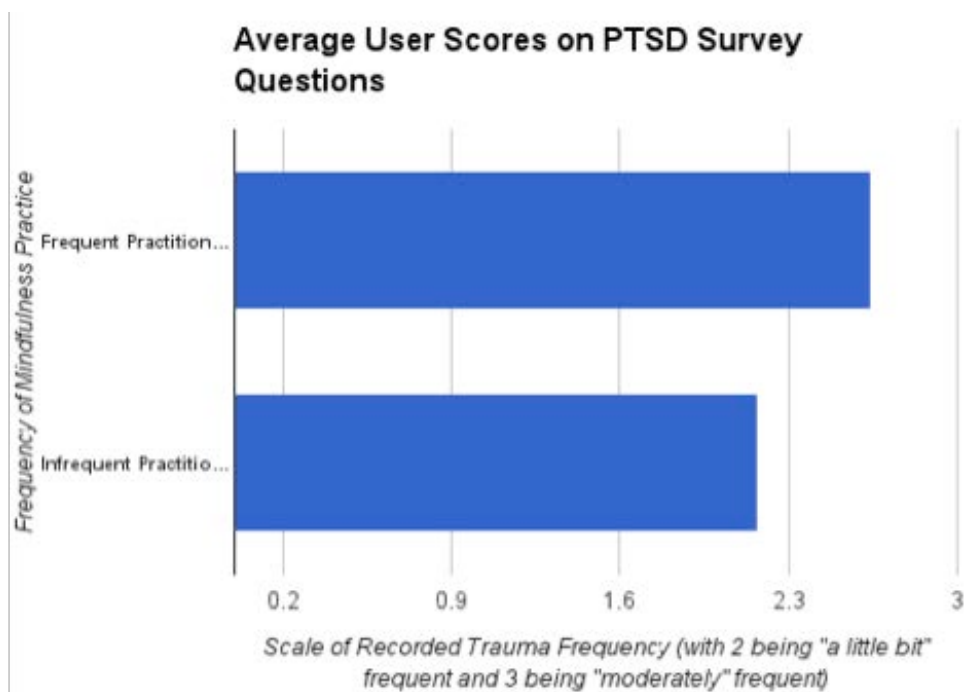


To draw a more reliable causal link between specific mindfulness techniques and post-traumatic stress, this research team asked three additional questions of respondents:

1. Were you trained by Global Grassroots?
  - a) Yes
  - b) No
  
2. Which personal consciousness practices do you use? Circle all that apply.
  - a) Deep breathing or breathwork
  - b) Physical movement or stretching
  - c) Meditation
  - d) None
  
3. How often do you use those practices?
  - a) Never
  - b) 1-2 times per month
  - c) 1-2 times per week
  - d) 3-4 times per week
  - e) Every day

These questions allowed for more thorough and comparative data analysis within the data set. Unfortunately, though, the 2011 research team was not able to gather PCL-17 surveys from a statistically reliable sample size (only 9 surveys were returned). So, it is difficult to compare the findings from this sample size (137 completed surveys) to the 2011 scores. However, Oakley's team did gather useful qualitative data on mindfulness, which can be compared to the findings of this team. Further, the findings detailed below are meant to serve as a baseline for further study, allowing Global Grassroots to further improve its programming in the future.

Using responses to Question 3 (above), we were able to aggregate the data according to the self-reported frequency that trainees practices mindfulness techniques. We judged frequent practitioners as those who used the techniques weekly or daily, and infrequent practitioners as those who never or rarely practiced the techniques.

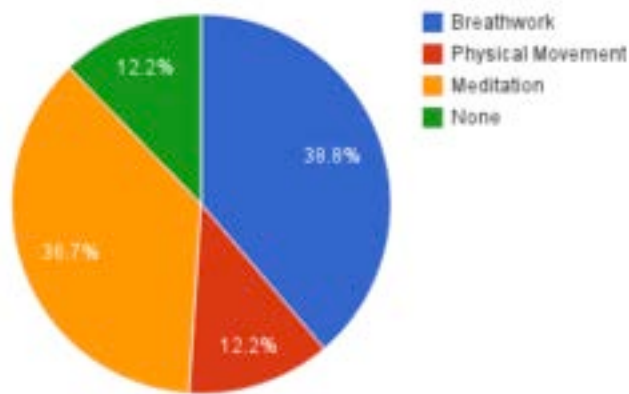




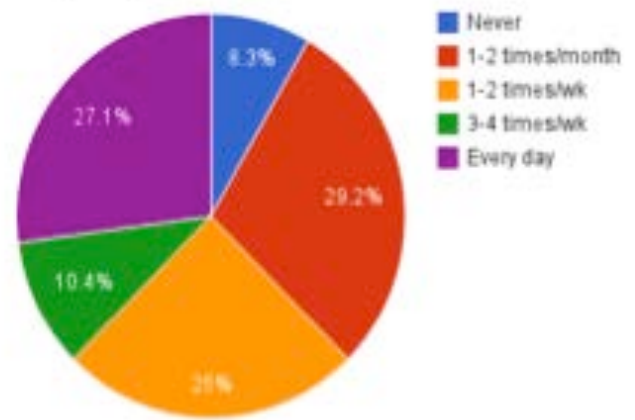
The data indicate that frequent practitioners are more often bothered by symptoms of post-traumatic stress, with an average score (2.645) that is closer to “moderately frequent” than the average score for infrequent practitioners (2.17). Again, this tool does not prove causality; it is unlikely that using mindfulness techniques frequently causes participants to struggle more with post-traumatic stress. Rather, the data could indicate that highly traumatized trainees find the mindfulness techniques much more useful and subsequently use them more frequently. Since a reliable baseline level of post-traumatic stress in Rwanda does not exist, it is not within the scope of this team’s research to make the case for one trend or the other. Hopefully, the baseline established by this study will allow Global Grassroots to answer that question more fully in the future.

Our data also allow Global Grassroots to assess whether trainees retain and practice knowledge of mindfulness techniques. Responses to our additional questions from the 52 graduates of the Academy of Conscious Social Change are below:

**Preferred Mindfulness Technique for GG Trainees**



**Frequency of Mindfulness Work for GG Trainees**

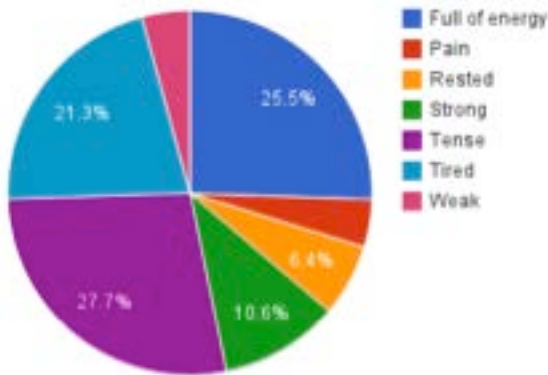


Roughly one third (27.1 percent) of graduates of the Academy of Conscious Social Change use mindfulness techniques every day. An additional 35.4 percent of graduates use the techniques weekly; so, 63.5 percent of Global Grassroots’ trainees can be considered “frequent practitioners” of mindfulness techniques. Trainees corroborated these trends in interviews with the research team; many trainees spoke animatedly about the value of personal consciousness techniques, and said that they used the practices frequently.

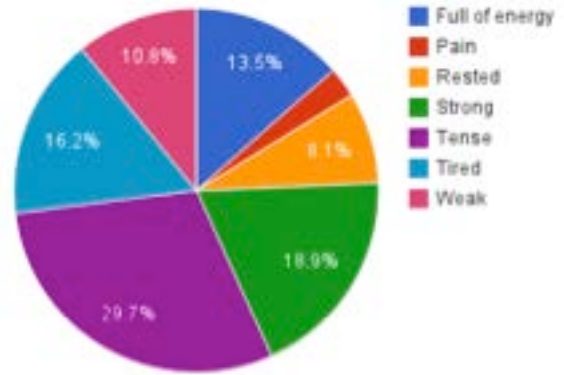
Global Grassroots shares a range of mindfulness and contemplative practices including its core modality, Breath~Body~Mind, a practice integrating qigong, coherent breathing and breath moving meditation developed from ancient roots and scientifically studied by Dr. Richard P. Brown, Professor of Clinical Psychiatry at Columbia University. Of those three broad categories measured by the research team, the most popular was breathwork, which 38.8 percent of respondents practice. Meditation is also frequently employed; 36.7 percent of respondents still practice meditation techniques. Only 12.2 percent of respondents still practice physical movement or stretching techniques, and 12.2 percent of respondents do not practice any of the listed techniques.

These data are limited by the fact that almost none of the respondents remembered the specific names of the practices (especially the various physical movement techniques), and many had adapted or modified the practices to fit their preferences or routines. Thus, the research team was confined to gathering general data on four broad categories, rather than specific data on individual techniques. However, the data do indicate that Global Grassroots’ mindfulness curriculum is relevant to the trainees. In fact, even the adaptation of foreign techniques and terms into local knowl-

**GG Trainees: Most of the time, my body feels...**



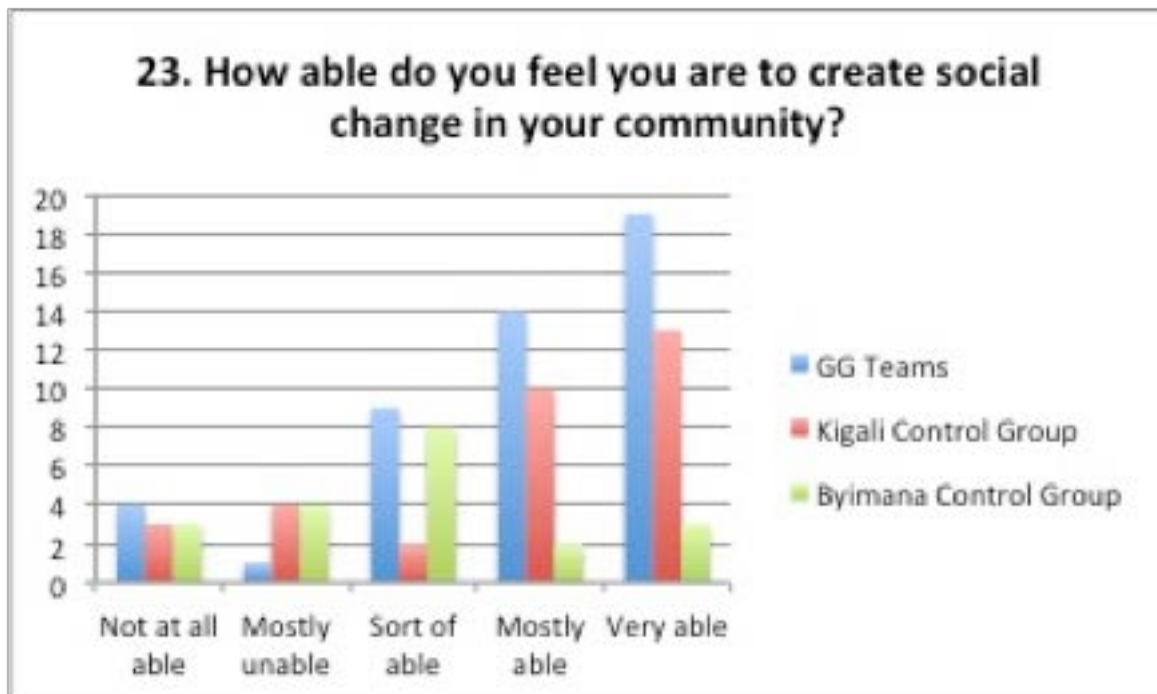
**Control Group: Most of the time, my body feels...**



edge and practice indicates that Global Grassroots’ mindfulness training is helpful and generative. The high rate of voluntary retention implies that mindfulness techniques benefit and heal the trainees.

The trainees’ use of mindfulness techniques corresponds to higher levels of physical well-being. As the charts above display, Global Grassroots’ beneficiaries are almost twice as likely to report that their body feels “full of energy” and half as likely to feel “weak.” Global Grassroots has substantial grounds to pursue more precise testing that will more accurately link mindfulness to physical well being.

Ultimately, these significant differences in individual wellbeing correspond to the trainees’ remarkable willingness and ability to be change agents in their own communities:



## PART B: Organizational Data and Impact

The ventures launched by Global Grassroots display remarkable longevity. Of the 20 teams active or developing in 2011, 18 were still operating in 2014 (90 percent), without requiring any additional funding from Global Grassroots. One team, Hard Workers, is expanding operations with another grant from Global Grassroots. Of the two teams that ended operations since 2011, one ended operations once the team leader moved to Uganda, and one was unable to support itself financially.



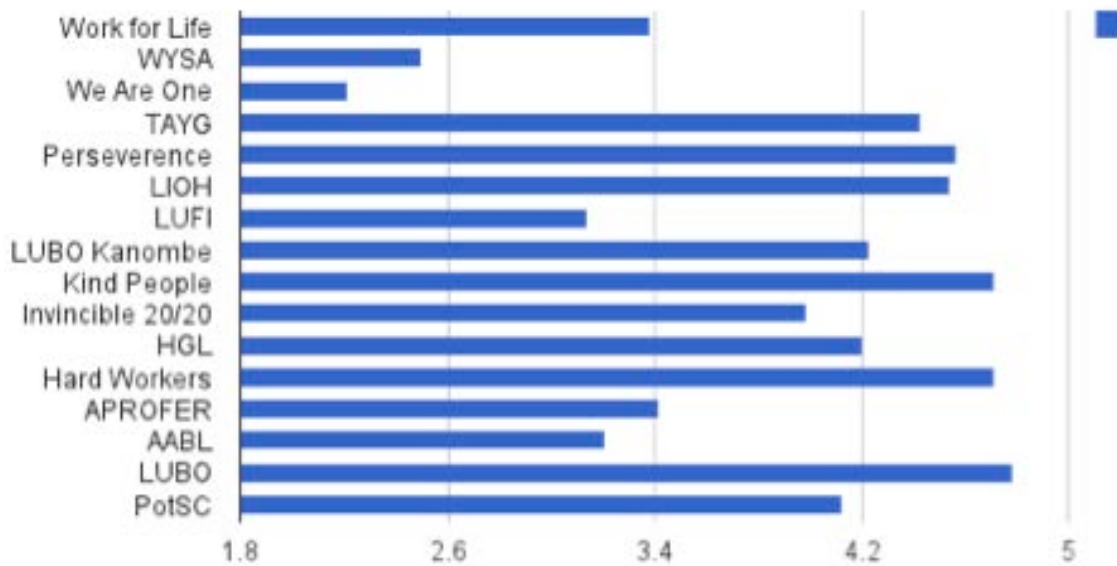


<b>Training Program</b>	<b>Team Name</b>	<b>Funding?</b>	<b>Status in 2011</b>	<b>Status in 2014</b>
<i>Rwanda Women's Ventures</i>				
2007	Hard Workers	Yes	Active	Expanding
2007	Work for Life	Yes	Stagnant	Active
March 2008	Achieving a Better Life	Yes	Active	Active
March 2008	CVTS	Yes	Active	Stagnant
March 2008	Invincible Vision 2020	Yes	Active	Active
March 2008	Let Us Build Ourselves	Yes	Active	Active
March 2008	Have a Good Life	Yes	Active	Active
March 2008	Wishing You to Stay Alive	Yes	Stagnant	Stagnant
March 2008	Kind People	Yes	Developing	Active
March 2008	Light in Our Home	Yes	Active	Active
March 2008	Think About the Young Girls	Yes	Active	Active
March 2008	Relax	Yes	Active	Active
March 2008	Have Pity and Compassion	Yes	Active	Active
March 2008	Let Us Fight Ignorance	Yes	Stagnant	Stagnant
March 2008	We Are One	Yes	Stagnant	Stagnant
March 2008	Be Ready	No	--	--
March 2008	Aspire	No	--	--
March 2008	Kicukiro Water Project	No	--	--
March 2008	Work for Peace	No	--	--
August 2008	APROFER	Yes	Active	Active
August 2008	Construct the Family	Yes	Active	Stagnant
August 2008	CIESPD	Yes	Stagnant	Stagnant
August 2008	Let Us Build Ourselves: Kanombe	Yes	Active	Active
August 2008	Justa's Literacy Project	No	--	--
August 2008	Itorero	No	--	--
August 2008	John's Water Project	No	--	--
August 2008	People with the Same Compassion	No	--	--
2010	United People	Yes	Developing	Active
2010	A Friend Indeed	Yes	Developing	Active
2010	Education for Young Girls	Yes	Developing	Active
2010	People of the Same Compassion	Yes	Developing	Active
2010	People of Love	Yes	Developing	Active
2010	Perseverance	Yes	Developing	Active
<i>Uganda Women's Ventures</i>				
2012	Behavior Change	On track	--	Developing
2012	Dedicated Workers	On track	--	Developing
2012	Humble Workers	On track	--	Developing
2012	The Implementers	On track	--	Developing
2012	The Initiators	On track	--	Developing
2012	Unity is Strength	On track	--	Developing
2012	Women are Pillars of Homes	On track	--	Developing
2012	Women for Leadership	On track	--	Developing

In the 2014 impact assessment process, every team was ranked by at least two members of the research team on Global Grassroots' Nonprofit Management Scorecard. The average overall rating for each venture is represented here:

NMSC Category	Invincible 20/20	APROFER	Work For Life	Achieving a Better Life	Let Us Fight Ignorance	Wishing you to Stay Alive	We are One	Think About Young Girls	Perseverence	Light in our Home	Hard Workers	Have a Good Life	Lubo Kanombe	Kind People	A Friend Indeed	LUBO	People of the Same Compassion	Average Score
Theory of Change and Program	3.89	3.43	3.43	3.36	3.11	2.5	2.21	4.43	4.43	4	4.71	3.91	4.02	4.18	3.75	4.73	4.11	3.78
Activities	4.5	4	4	4	4	4	3	4	5	4.5	5	4.67	5	5	4	5	4	4.65
Underlying Social Issue	4.5	4.5	4.5	4	4.5	4	3	5	5	4.5	5	4.67	4	5	4	4.5	5	4.58
Target Population	4	4.5	4.5	3	3	3	2	5	5	4.5	4.5	4	4.33	5	4	5	5	4.54
Operations	2.5	4	4	3.67	1	3	1	4	5	4	5	3.67	3.67	4	5	5	4.5	4.36
Creative resourcing / Sustainability	2	3	3	3.67	2	1	1	5	5	4	5	3.67	4.33	4.5	4	5	4	4.31
Strategic Partnerships	4	2	2	2.67	3.5	1	1	4	4	4.5	4.5	4	4.33	3.5	4	5	4.5	4.29
Project Planning	4	3	3	3	3.5	2	3	3	4	4.5	4.5	3.67	3.67	3.5	4	4.75	4.5	4.14
Mission and Vision	4.5	4	4	3.67	3.5	4	3	5	4.5	4	4.5	3.67	4.33	4	4	4.5	4	4.13
Bookkeeping / Financial Reporting	4.5	4	4	3.67	2	2	2	5	4	4	4	3.67	3.67	4	3.5	4.75	4.5	4.01
Organizational Design / Decision-Making	3.5	2.5	2.5	3.33	3	3	2	5	3.5	4	5	4	3.33	3.5	3.5	4.75	3.5	3.95
Social Impact	3.5	3	3	3.33	3	2	2	5	5	3	4	3.33	4	4.5	3.5	5	4	3.92
Budgeting	3.5	3.5	3.5	3.33	4	1	3	4	5	4	5	3.67	3.33	4.5	3	4.25	3.5	3.91
Goals,																		

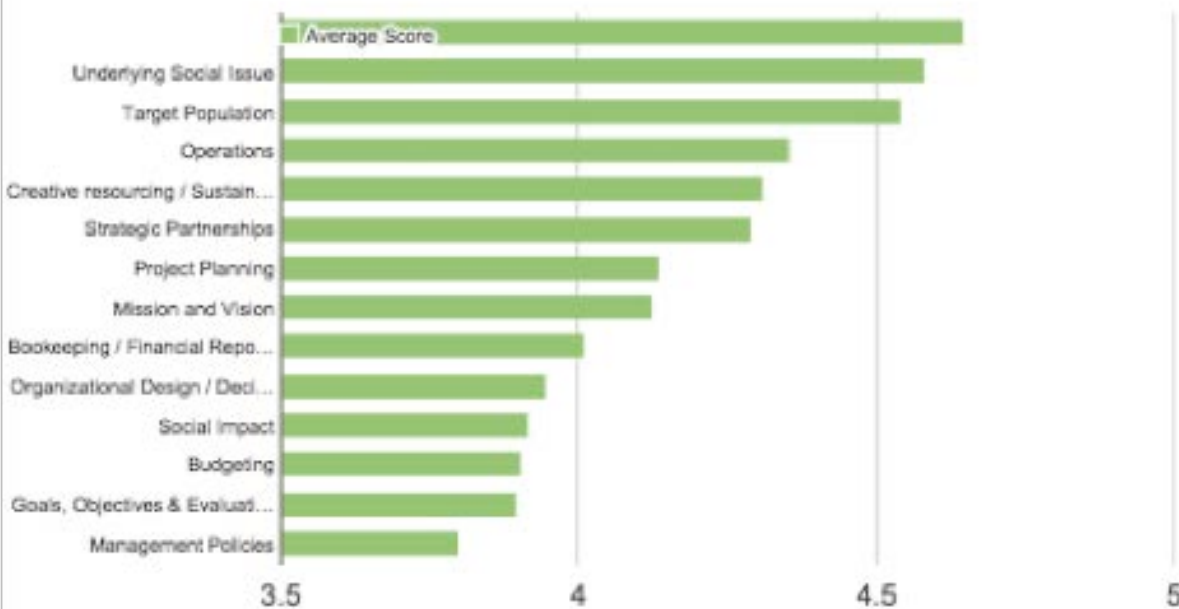
### Nonprofit Management Scorecard Rating



This tool is imperfect; it is difficult to compare the 2014 scores to past scores because each score requires subjective judgments by the research team, which may differ from the opinions of the research team in 2011. Holistically, though, the scores are meant to reflect the research team’s belief that Global Grassroots’ ventures are remarkably well structures and self-sufficient. Of the ventures ranked, all but two (87 percent) still met the requirement to be eligible for funding from Global Grassroots. Three teams were ranked with perfect scores in most categories.

The Scorecard ratings are also useful for identifying trends within the 2014 sample. For instance, ratings can identify aggregate strengths and weaknesses:

### Average Scores for all Ventures in Each Category of the Nonprofit Management Scorecard





The research team’s ratings identified strengths in identifying an underlying social issue and target population. The data thus supports the idea that Global Grassroots’ trainees are extremely well attuned to the problems in their own community. Teams

Many teams were also effective in creative resourcing and strategic partnerships. These categories reflect each team’s ability to leverage local resources and partners to sustain their organization’s work. Every team identified fundraising as one the main barriers to running the venture; consequently, the longevity of Global Grassroots’ ventures reflects the creativity and commitment of its teams.

To isolate the weaker ventures that are still operating, the average score per category for the six lowest-performing ventures is included here:

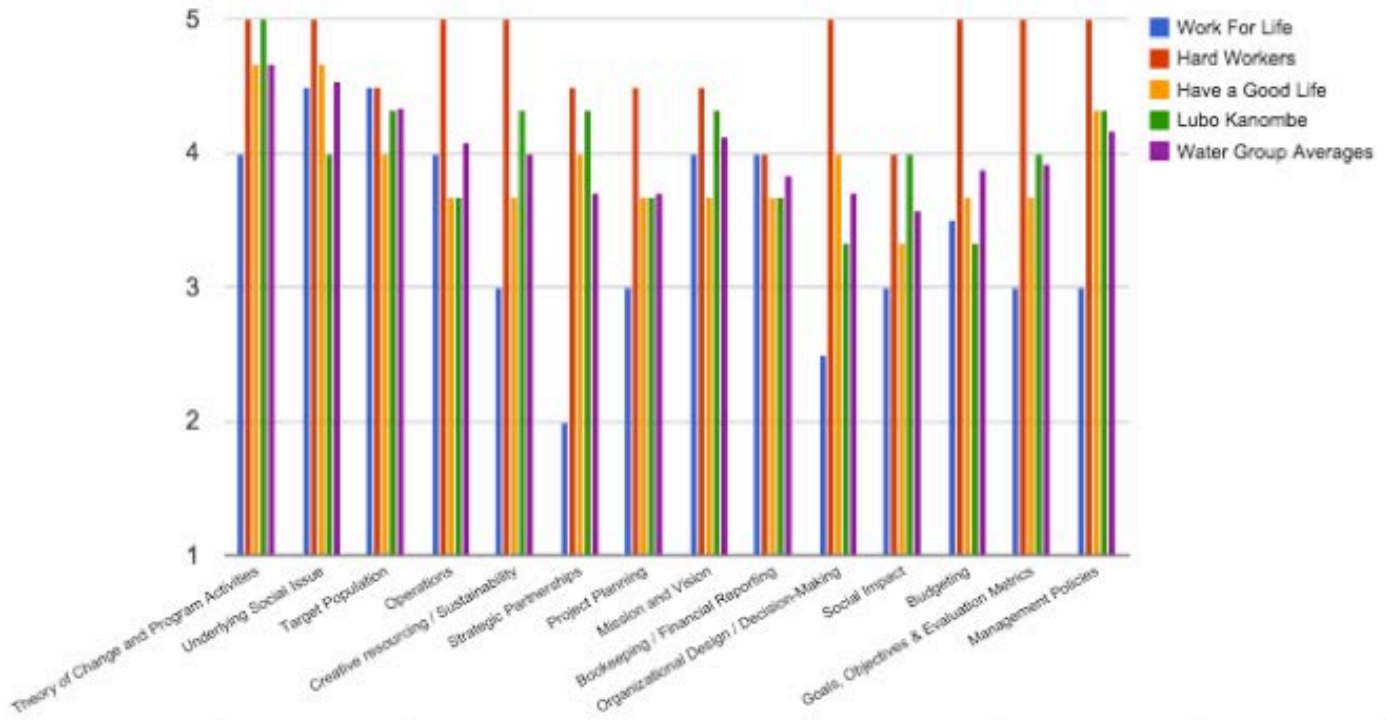


As the chart indicates, low-performing ventures are strong socially, but weak financially. Even Global Grassroots’ lowest-performing ventures are very able to identify an appropriate social issue, and develop a corresponding mission, vision, and theory of change. This suggests that Global Grassroots trains the correct target population of change agents. However, the primary weaknesses of low-performing ventures are “Strategic Partnerships,” and “Creative Resourcing and Sustainability.”

All six low-performing teams indicated that they did not find Global Grassroots’ fundraising strategies to be effective. Aside from Global Grassroots’ tranches, none of the teams had any substantial source of income, or any well-developed funding model. Many team leaders actually invested their own money in their venture. Notably, the lowest-performing teams were still relatively strong in bookkeeping, budgeting, and financial planning; the ventures are not mismanaging money – they simply do not have enough. Thus, our data suggests that the weaker ventures could rapidly improve if taught better fundraising models.

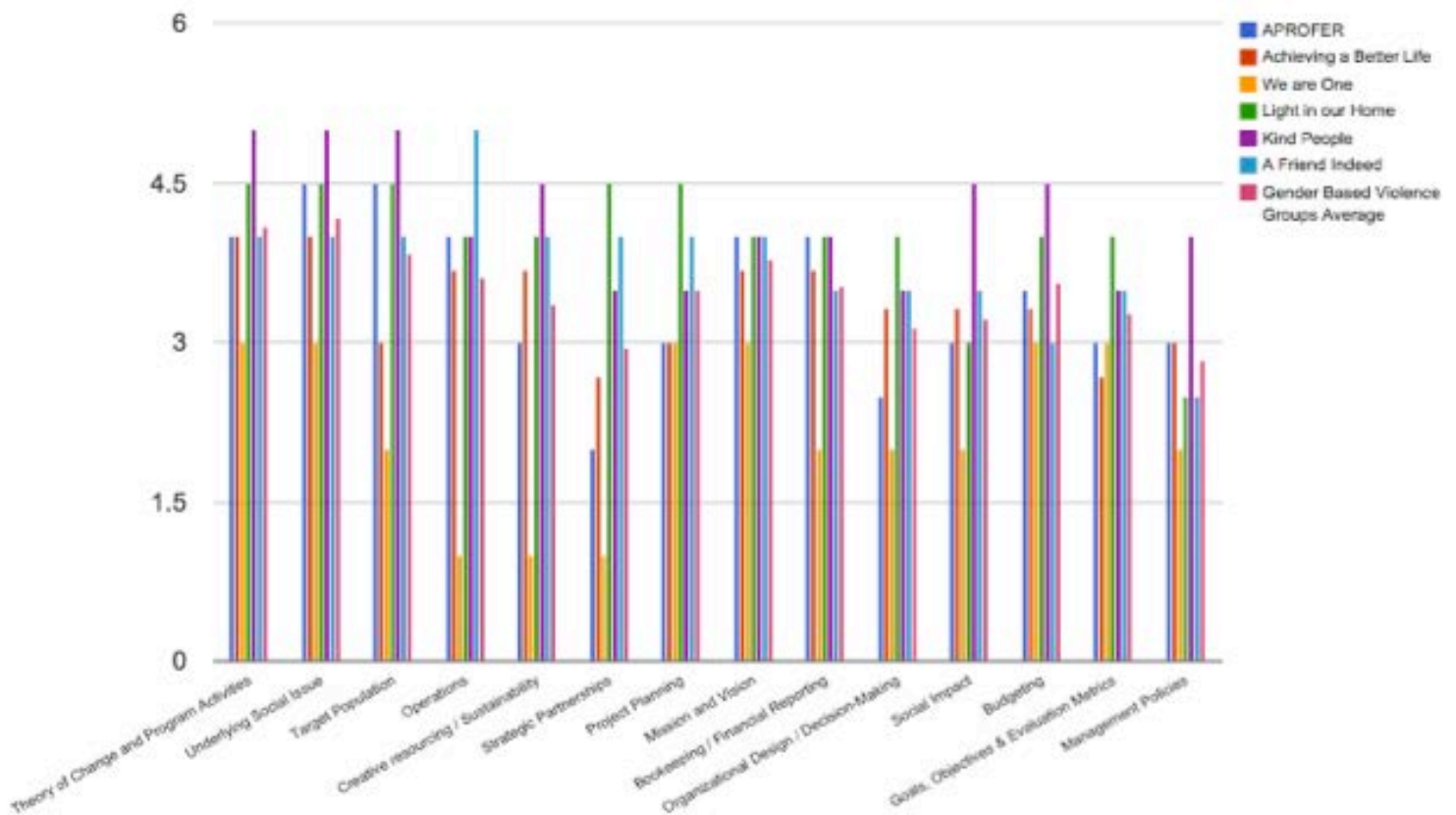
The Scorecards also allowed the research team to identify patterns based on the social issue that ventures choose to address. Coded by root issue analysis, the ventures can be subdivided into four main social issues: water (4 teams), gender-based violence (6 teams), sex education and reproductive health (4 teams), and general education (3 teams). Each venture was compared to other ventures within the same category, and the overall averages for each category were compared to each other.

### Water Groups' Average in Each Category of Nonprofit Management Scorecard

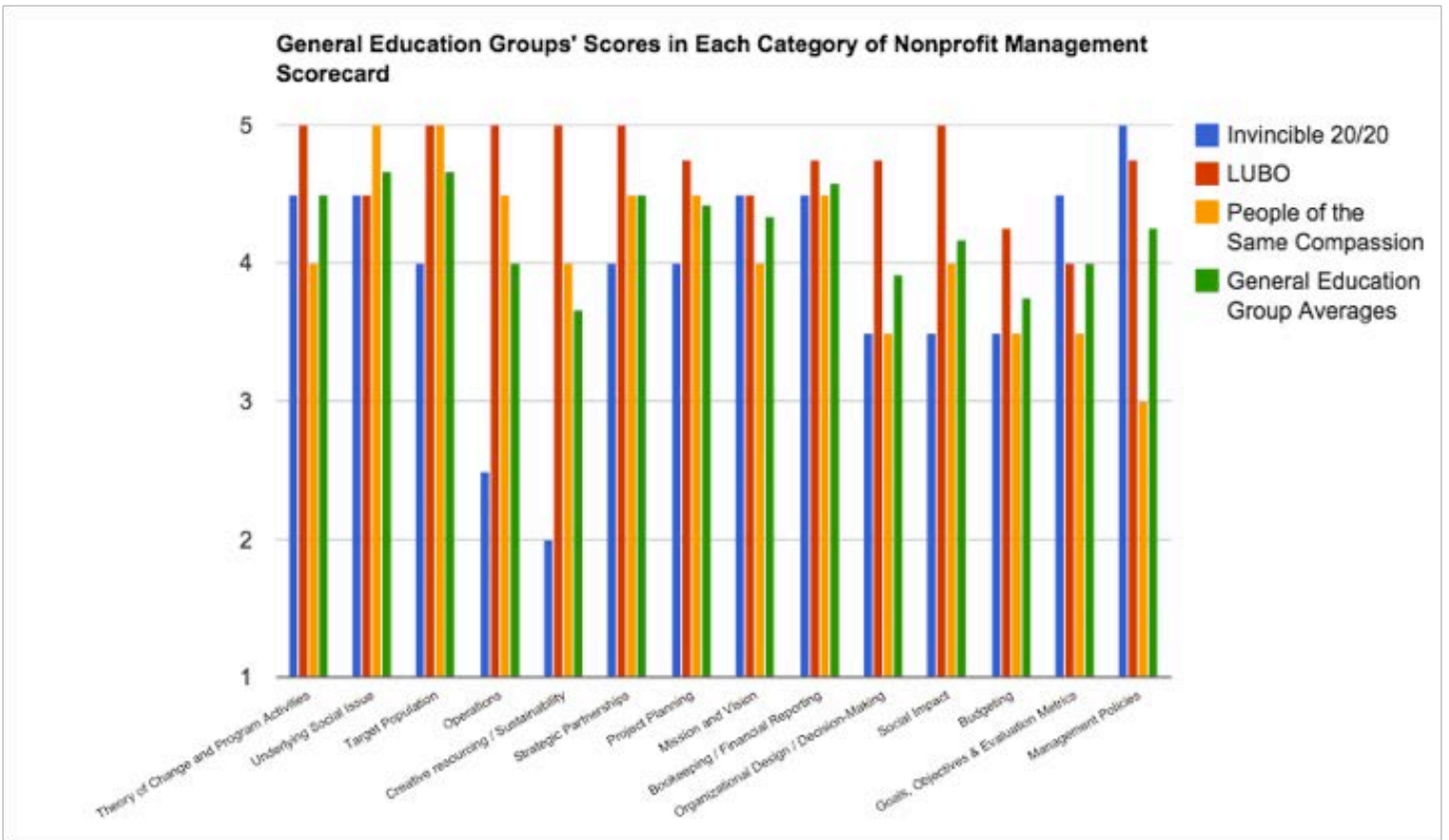


Venture Type A: Water – Work for Life, Hard Workers, Have a Good Life, and Let Us Build Ourselves (Kanombe)

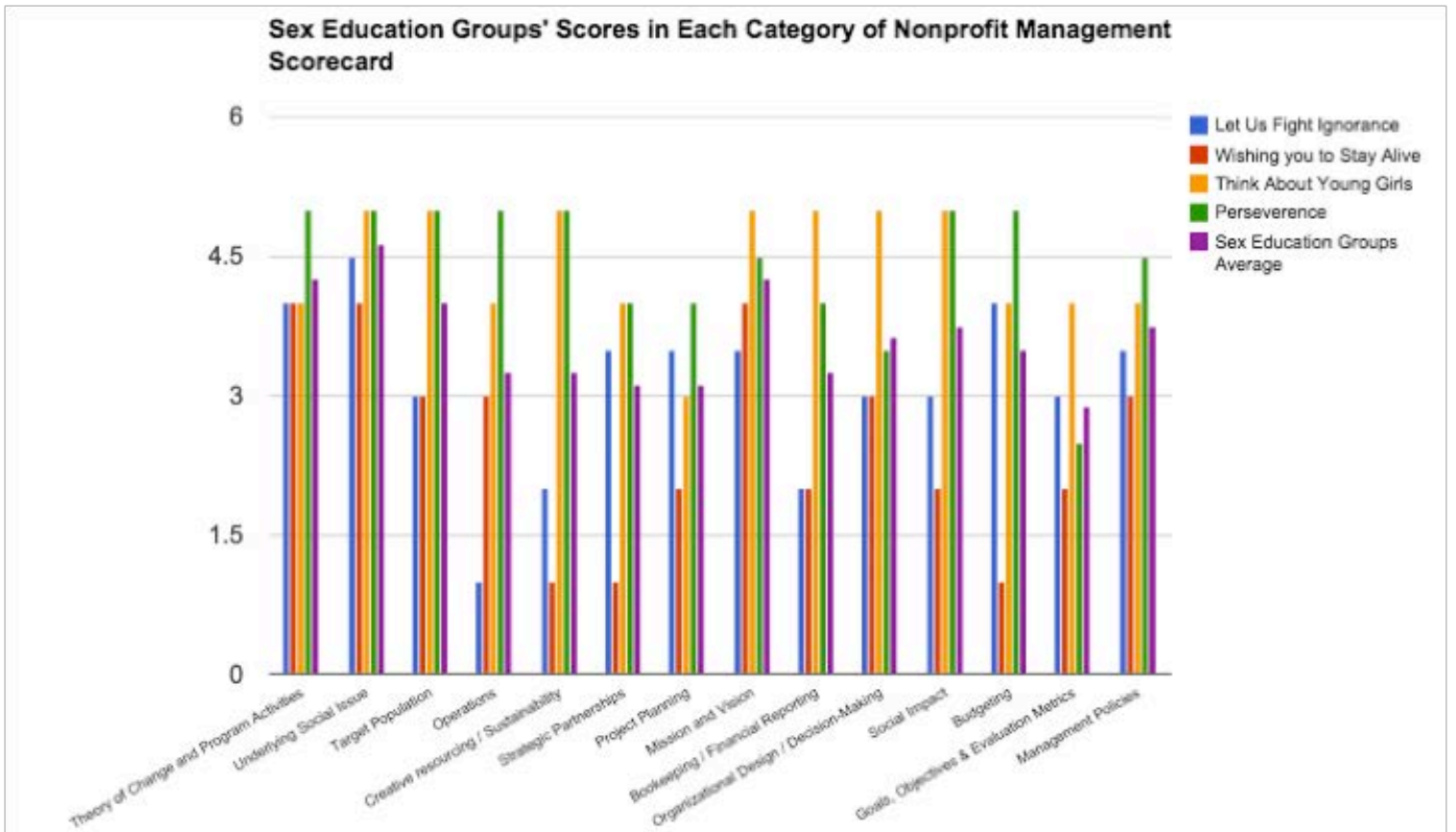
### Gender Based Violence Groups' Score in Each Category of Nonprofit Management Scorecard



Venture Type B: Gender-Based Violence – APROFER, Achieving a Better Life, We Are One, Light In Our Home, Kind People, and A Friend Indeed.



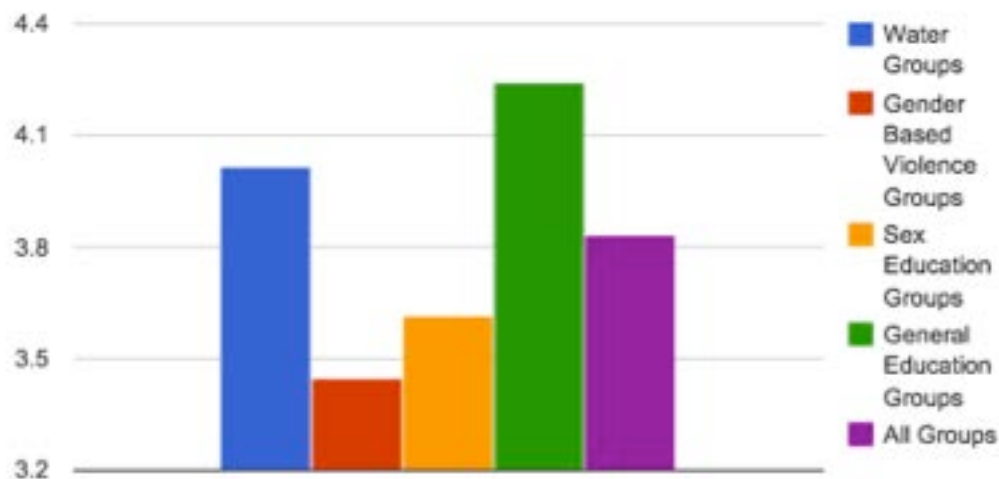
*Venture Type C: Education* Invincible Vision 20/20, Let Us Build Ourselves, and People of the Same Compassion.



*Venture Type D: Reproductive Health and Sex Education* Let Us Fight Ignorance, Wishing You to Stay Alive, Think About Young Girls, and Perseverance.



**Groups' Overall Nonprofit Management Scorecard Averages**



On average, ventures that addressed education were the highest scoring teams; ventures that addressed gender-based violence were the lowest scoring teams. These scores are at least partially reflective of the relative difficulty of the social issues that Global Grassroots’ teams combat. Many of the ventures that address gender-based violence are well-organized and dedicated, but have much more difficulty measuring and addressing the root social issue than education or water ventures.

Finally, though stagnant ventures could not provide enough data to be rated on the Scorecard, the research team used qualitative data coding to identify similar patterns among stagnant ventures. The majority of stagnant ventures cited financial obstacles as the primary reason for ending operations. Each stagnant ventures interviewed had experienced some degree of success when initially funded; none of the stagnant ventures were able to raise funds beyond Global Grassroots’ tranches. In some cases, despite Global Grassroots’ communication that the number of tranches is finite, the perceived possibility of further tranches from Global Grassroots seemed to dis-incentivize teams from raising funds autonomously.

Since 2011, Global Grassroots has operated a new program that specifically targets high school girls for a condensed version of the training and project development process. Using an adaptation of the well-vetted Academy for Conscious Social Change curriculum, Global Grassroots trains the girls to become conscious change agents and community leaders. The venture cycle is condensed, and was designed as a “safe container for new leaders to process, integrate and learn from their experiences.” To date, 20 ventures have been trained by the Global Grassroots Girls program.



Training Program	Team Name	Funding?	Status in 2014
<i>Rwanda Girls' Ventures</i>			
2012	Brave People	Yes	Newly operating
2012	Invincible	Yes	Newly operating
2012	New Life	Yes	Newly operating
2012	Hard Workers (Girls)	Yes	Newly operating
2012	Step Forward	Yes	Newly operating
2012	Withstand	Yes	Newly operating
2014	Vision	Yes	Newly operating
2014	INDANGAMIRWA	Yes	Newly operating
2014	Step Forward	Yes	Newly operating
<i>Uganda Girls' Ventures</i>			
January 2014	The Young Girls Inspirational	Yes	Newly operating
January 2014	Studying for the Future	Yes	Newly operating
January 2014	The Rising Sun	Yes	Newly operating
January 2014	Together We Can	Yes	Newly operating
January 2014	The Magnificent	Yes	Newly operating
January 2014	The Young Girls Vision	Yes	Newly operating
January 2014	Young Girls Work Together	Yes	Newly operating
January 2014	Let the Children Study	Yes	Newly operating
January 2014	The Nyakitabire Women Transformation Group	Yes	Newly operating
January 2014	Let Girls Study	Yes	Newly operating
January 2014	Prosperity for Charity	Yes	Newly operating

Since both the Uganda and Rwanda Girls' ventures were launched recently (and on a smaller scale), the research team did not have enough data to evaluate each venture using the Nonprofit Management Scorecard. However, qualitative data indicates that the girls ventures demonstrate similar organizational success.

For instance, the high rate of implementation of Global Grassroots' management structure (100 percent of active women's teams) is reflected in a similar rate among the girls team (100 percent). Some ventures, like Hard Workers (Girls), have transferred that structure to their beneficiaries; as the team leader explained, "our beneficiaries elect an executive committee, too, and they work with our team to provide feedback and input in decision-making." Global Grassroots' curriculum translates well into management in practice.

Many of the girls' team leaders also have a well-defined understanding of what conscious social change looks like in practice. In a discussion about her organizational structure, Polline, a Uganda Girls team leader, said "you don't have to be in a leadership position to be a leader. You must change yourself within to lead." Polline's advice was echoed by the other girls and supported by trends in the data; the girls demonstrated excellence as leaders, not just as managers.

At this early stage, the Girls Program is supported more strongly by individual data than organizational data, but qualitative evidence indicates that trainees acquire valuable leadership and management skills.

## PART C: Social Data and Impact

Given the well-documented impact of Global Grassroots' training program on its graduates and team members, the final stage of the impact assessment process was the attempt to calculate the impact of each venture on its community. Those disparate impacts could then be aggregated into an overall "social impact" that Global Grassroots has achieved (both directly and indirectly) in Rwanda and Uganda.

Constraints of time, resources, and cultural boundaries all contribute to making an aggregate social impact the most difficult metric to assess. Unfortunately, it was beyond the scope of this endeavor to personally assess social impact for each individual venture, since that assessment would require metric and survey design for 35 different social issues. Time constraints alone precluded the team from undertaking that work.

Upon conclusion of the data collection process, the research team unanimously concluded that quantifying an aggregate social impact for Global Grassroots would be largely based on assumptions and extrapolation, and would not necessarily help Global Grassroots make decisions or allocate resources. One of the recommended changes to Global Grassroots' operations is to modify the design of the impact assessment process, to collect more reliable quantitative data. Such figures were impossible to ascertain within the existing structure.

But, one valuable reflection of Global Grassroots' success is the testimony recorded from the active ventures. Beneficiaries reported changes to economic status, family dynamics, the community status of women, and more. Though the data is qualitative, this information reflects the reality of Global Grassroots' social change more fully and lucidly than many of the numbers provided elsewhere in the report. Consequently, compilations of the beneficiary testimony are presented as follows:





## BENEFICIARY TESTIMONY

### A Friend Indeed

Mission and Target Population:

- Fighting violence against single mothers
- 560 single mothers in surrounding area

Beneficiary Testimonies

Annonciata Mushimiyimana; 30 years old

Vestine Uwingeneye; 28 years old

Solange Mukarukundo; 24 years old

How did you hear about the project? What project activities did you participate in?

- Annonciata -- “The team advertised their project in churches and at umuganda, and I went to a meeting to join. I was then trained by the team.”
- Vestine -- “I was recruited by the team members, and put into a team that learned services to help me make money. Now I belong to a small team that farms to earn money, which we all save to use in a lending circle.”

How has your life changed because of the team?

- Annonciata -- “Before training, I felt low and like no one respected me. Now, I can work for my child, and can meet people and make friends. I no longer feel low, feel alone.”
- Vestine -- “It is impossible to hide the beautiful things that we have learned from A Friend Indeed, so I tell others about what we learned and how we have changed for the better.”
- Vestine -- “My child went to A Friend Indeed to learn how to behave, and now they are better behaved like others who have both parents.”
- Solange -- “Before A Friend Indeed, I felt lonely, alone, and low. Now, I feel free and I can work for myself with my friends to support me.”
- Solange -- “Before I met the team, my child was called ‘undesired’ by other children at school. Now, my child feels the same as other children at school and in the neighborhood. I was even able to register him with the government, when he was not registered before.”

What did you learn in training?

- Annonciata -- “I learned many new things. I was a farmer, but now I know how to make dresses and support myself. I learned about health, reproduction, children’s rights, and women’s rights.”
- Vestine -- “In training, I learned confidence and that I was not lower than others. It was a new thing to meet other single mothers and work together to earn money.”
- Vestine -- “I used the money from the lending groups to buy livestock, like goats and pigs. I bought those because they’re affordable and used the rest of the money to buy things for my home.”



## **Achieving a Better Life**

### **Mission and Target Population:**

- To work on reducing domestic violence against women
- Couples (20 trained), youth (10 trained), local leaders (10 trained), and widows (10 trained)

### **Beneficiary Testimonies:**

MUKANDINDA Clementine; 30 years old

NIRIKINA Jean Jacque; 40 years old

DUSENGE Beatrice; 33 years old

### **How did you hear about the project?**

- Beatrice: "I walked by where they were presenting their plays, and then they contacted me to work with them."

### **What did you learn?**

- Clementine: "In the play they compared two couples, which showed me how good couples lived and worked. In one play, a husband beat his wife and sent her away. Then, they got counseled and communicate better. I now practice the good things I saw at the theater."
- Jean Jacque: "After the theater they have discussions to share ideas. I learn a lot of new ideas and comments each time."
- Beatrice: "They also provide home visits and weaving training for women. That taught me that women who work together can achieve something good."

### **What makes a good couple?**

- Clementine and Jean Jacque: "Good couples share everything: information, property, money. They work together to spend their money on things that they need."
- Beatrice: "When there is peace in a family, the couple shares their money. Sharing lets them improve the family faster and take on big projects that they could not do alone."

### **How has your life changed?**

- Beatrice: "With my husband, we used to fight. When we would get home, I would ask him how much he earned at work and he would never tell me and he would beat me. Now, we always combine our incomes and make decisions together. I am now the one to tell others about the great things I learned from Achieving a Better Life."
- Jean Jacque: "Achieving a Better Life used to do theaters and many people would come, but not those in the Domestic Violence programs. I had the idea to put the performances on CD's. I took one to a couple that had problems and we watched it together. Afterwards the husband said, "What they are playing in the movie, I face this; I have trouble." Now, his mindset has been changed and he distributes CD's when he goes to new cities."
- Clementine: "I am a widow, but the CD helped me because I shared it with my little boy. I know now that he has a good example for how to be when he is grown. I also shared it with my neighbors."

### **What have you learned or gained from working with the team?**

- Beatrice: "For women now, we know we can work for ourselves. We know we are powerful. We have seen women do a good thing, and we now think we can lead anything in the community. I have led small projects myself, like weaving baskets."
- Clementine: "After my husband died the team became like a family and helped me. I feel lucky that they look after me now."
- Jean Jacque: "Now, we believe in women and we can send them to do a job and know it will be good. They really changed my mindset -- we now know women can do some things much better than men."

## **APROFER**

### **Mission and Target Population:**

- To work on reducing domestic violence against women
- Target population 40 couples in the community

### **Beneficiary Testimony: Married Couple**

UWALETA Francois; 60 years old

MUKABUTERA Marthe; 54 years old

### **How did you hear about the project?**

- Heard from priests at church. Priests announced on behalf of APROFER, targeting couples with domestic violence issues.

### **What did you learn in training?**

- Marthe: "We learned about violence and what causes it. We also learned about property management and the team taught us how to aid other families facing the same problem."
- Francois: "We learned how to behave within our family."

### **How has your life changed because of what you learned?**

- Francois: "Before, I was a drunkard. I would come home drunk and would frequently be in conflict with my wife. After the training I quit drinking and now when I go out I save money and buy Fanta for my wife."
- Marthe: "When we were in conflict I would have to run out of the house to go stay with my parents. Now, after training, we know how to work through our conflicts without running."

### **How do you solve conflicts?**

- Marthe: "When our children made mistakes my husband would blame me for them, Now, he spends more time with the family so he understands how the children behave."

### **What are some causes of domestic violence?**

- Francois: "Drunkness and not having time to discuss issues with my wife."

### **Is there anything else you would like to tell us?**

- Marthe: "Now we have time to discuss things. We have increased our income by communicating how/ where we plant and through working together. We have family discussions and talk through things together."
- Francois: "The village saw how well we worked together and elected me Chief of the village. Now, all my neighbors call me to help them with their problems."

## **Have a Good Life**

### **Mission and Target Population:**

- Work to address gender based violence at water points
- Target population girls and women in surrounding area

### **Beneficiary Testimony:**

NYIRAMASO Rose; 38 years old

- How did you hear about the venture?
  - "I live near the water tank. We are neighbors, and work together in the market."
- How has the project impacted you?
  - "We used to go all the way down the hill for water, and had to fight in a big crowd to get any water at all. Many girls were abused at the well, and many children had to drop out of school. Now, water is closer and our lives are much easier."
- How has the project impacted your children?
  - "I have 3 daughters and 3 sons. Before the venture, my daughters did not go to school and they were sexually abused at the well. Now, they are all in school."
- Why is women's leadership important? What have you learned from this team?
  - "Before, my husband would leave his clothes to be cleaned. Since I could not use water to clean them, I would not wash them, and he would beat me. My children used to spend all day getting water. Now, everything is better. The project has solved my family's problems with domestic violence."
  - "Have a Good Life has contributed to the dignity of women in our sector. Now, people see that women can be leaders in the community and the government."



## Kind People

### Mission and Target Population:

- Work to address domestic violence through couple counseling and educational workshops
- Target population 292 couples and local leaders (who act as representatives)

### Beneficiary Testimony:

Yvette; 32 years old

Immaculet; 64 years old

Beatrice; 54 years old

Emmanuel; 31 years old

### How did you get involved with the venture?

- Yvette, Immaculet, Beatrice: “Kind People gave us training to fight against domestic violence and now we run groups, organized by Kind People, educating other women in their villages.”

### How was the initial training set up?

- Yvette, Immaculet: “We already had some experience doing prior work with local leaders in combatting domestic violence, so Kind People approached us about three years ago.”
- Beatrice: “The team believed I was a good teacher so they invited me to be trained so I could teach my own group.”

### Emmanuel, what is your role?

- Emmanuel: “As secretary of the cell, Kind People come to me to point out couples that would benefit from education on domestic violence.”

### How has your life changed because of the venture?

- Yvette, Immaculet: “We are aware of the negative consequences of domestic violence so we avoid it in our own homes.”
- Beatrice: “I have both boys and girls. I used to raise them differently and thought boys operate outside the family, but now I teach them the same. I have also taught neighbors about domestic violence and now they are less violent.”
- Emmanuel: “I see community advantages. Before, people were scared to go to the sector to report domestic violence in their own homes. Now, women know smaller groups devoted to the issue and feel comfortable approaching those groups. Overall, the levels of domestic violence in the community have decreased as a result of Kind People’s work.”

### What is the hardest part of education?

- Beatrice: “When we tell couples we need to meet only one or the other shows up. Another problem is the couples think they will be paid simply for meeting with the groups.”

### Is there anything else you would like to tell us?

- Emmanuel: “Conflicts largely arise from issues related to money or property and management.”



## Let Us Build Ourselves

### Mission and Target Population:

- Teaching uneducated women to read and write. Give educational workshops on financial literacy
- Target population 292 couples and local leaders (who act as representatives)

### Beneficiary Testimony:

Jeanette Mukankuranga; 39 years old  
Seraphine Mukantabana; 60 years old

### How did you hear about the project? What project activities are you involved in?

- Jeanette -- “I learned from my neighbor, who is also illiterate but was trained by LUBO. When I saw her planning a business, I asked her where she learned all of the skills needed to start a project. So, I came to LUBO and was trained. Now, I can read and write.”
- Seraphine -- “I sell tomatoes in the market. When I am selling things, sometimes I find out that people took advantage of me and took my money because I could not count. I saw the class from my stall in the market and asked to join, but because I am old I had to put in more work than the others. Now, after repeating the class once, I can read and write.”

### How has your life changed because of the project?

- Jeanette -- “Before the class, I felt low and stigmatized because I could not read or write. Now, I have my own small business, and I can buy and sell my own products and make calculations. I am no longer afraid to meet other people. I have a small boutique selling goods in the market.”
- Seraphine -- “Now I know how to purchase and sell the right amounts to run a successful business. I used to be afraid to go to the big market at Nyabugogo, but now that is where I buy my tomatoes. I also used to keep my children home from school, but now I always let them go because I know education is very important. Before I was trained, I could not read street signs or go anywhere by myself, but last month I went all the way to Tanzania myself. I even know to write down the license plate number of the buses I take, so that I can go to my local leaders if anything is taken from me.”

### Why did you think it was important to stay in the class, even though learning to read and write is hard?

- Seraphine -- “At any age, you always need to learn -- learning does not have just one beginning and end. I love to learn, and now I even want to learn English.”
- Seraphine -- “Studying is especially important for women because traditionally, women do not know how to make decisions when they are with men. In village meetings, only the men speak. Since I have been trained, I now stand in every meeting and share my ideas. I could even make the decisions or lead the village.”
- Jeanette -- “Before Let Us Build Ourselves, I felt low and did not know my rights. I do not allow my husband to beat me now, though -- I go to my local leaders. Participating in the government and my community makes me feel free now.”





## Let Us Build Ourselves Kanombe

### Mission and Target Population:

- Address lack of water access by building a water tank
- Target population Women who were abused and kids who were late to school

### Beneficiary Testimony:

Placidia; 29 years old

#### How did you get involved with the project?

- I saw LUBO Kanombe delivering water to homes and got really excited, the most excited of anyone in our village, because I used to have to walk an hour and a half to get water, or my kids would do it and they would miss school, and then when the water project came it solved so many of my problems.

#### How long did it take you to get water before? How long does it take you now?

- 1.5 hours each way before, 10 minutes after

#### How else has the project affected you?

- My children are clean now with the soap I get from the venture. Also, I do not have to buy health insurance anymore, because the team provides it, so I can send more children to school.

#### What challenges has the team helped you face?

- In the dry season there isn't enough water. When it is on, we stock ourselves with as much water as we can--filling bowls, pots, water bottles, baskets, everything. Because of this, I only have to go to the far away pump maybe once every 2 months.

#### How has the venture impacted the community?

- The community can send their children to school all the time now. They don't miss as much. I am not "in conflict" as much with my husband because I can spend time cooking/cleaning instead of at the far away pump.
- 3 of my 6 children go to school full time and clean because of the pump.



## Light in Our Home

### Mission and Target Population:

- To fight gender-based violence by training couples on laws against gender-based violence
- Target population At risk couples (identified by local leaders) in Ruhango

### Beneficiary Testimony:

MUKAKARERA Getulde

NYIRAJYAMBERE Therese

NASABAGA Esther

- How did you hear about the project? How are you involved?
  - Therese - “Light in Our Home was providing training on gender based violence. Then, they formed clubs in our own communities after being trained.”
- How has your life changed?
  - Getulde - “After being trained, we got to know the causes of gender-based violence better, and could identify and be aware of the signs of GBV. Now, I know how to stand up for my rights and solve cases of GBV in my community. I also now know how to support myself financially.”
  - Esther - “After I was trained, I understood GBV and that is how I help my community.”
- What did you learn from training?
  - Therese - “During training, we learned how to increase communication between couples. That has helped me a lot. It was hard to implement at home because we were not used to it, but now my relationship is much better. For example, 3 days ago our son, a moto driver in Kigali, stopped depositing money into our account. Then, I talked to my husband, and we tried to learn from our son and understand what his challenges were. We learned that the cost of living in Kigali is very high, and that he has had trouble supporting himself. So, he decided to come home and work in the village. We made that important decision as a family. For someone young like him, it was hard for him to decide to move back in with his family, but we are all better because we learned honesty and openness.”
  - Getulde - “For me, communication has improved my sex life with my husband. Also, our life in general is better, because my children used to never talk to their father. Now, they talk to him as much as they talk to me, and we are able to make decisions as a family.”
  - Esther - “My situation is different, because my husband works in Kigali and comes home a few times per month. We were detached physically and mentally, and I had no confidence that he would keep coming home. The training has given me trust and confidence in our relationship.”
- Why is what you learned important?
  - Therese - “We shared what we had learned with our local leaders in our community. It is difficult when there is only one trainee per village, but it is important for everyone to know.”
- What are the root causes of gender based violence?
  - Getulde - “Lack of access to property rights □ leads to not sharing money, and imbalances in power in the relationship.”
  - Therese - “Ignorance and lack of knowledge on what gender-based violence means. Poverty is then a trigger of those problems. Traditional cultural beliefs.”
    - “Before training, I thought to myself, ‘This is how it has always been, and how it has to be.’ I had no idea that I could change my own relationship, and my own life. Training gave me confidence. I can now tell people about gender-based violence and its causes and consequences.”
  - Esther - “Misinterpreting gender roles.”



## People of Love

### Mission and Target Population:

- Build water tank to give community access to clean water
- Target population Women and children, specifically, at risk of abuse or school drop out

### Beneficiary Testimony:

UGIRINKANDA Liberta; 65 years old

NIKUZE Vestine; 31 years old

- How has the project impacted you?
  - Liberta - "I live with my daughter. All of my sons left -- they are vagabonds. Now I wash my clothes and things are better, since I get water from the team for free."
  - Vestine - "A few times, I have gotten clean water. That helps a lot."
- Why does clean water matter to you?
  - Vestine -- "I have to wake my children up early to go fetch water, and they are late to school a lot. The teachers would call me in to ask why, and I would lie because I was embarrassed. Now, they get to school on time."
  - Liberta -- "Now I am mad when I have to go get dirty water."

## Think About Young Girls

### Mission and Target Population:

- Provide reproductive health training and menstrual cycle sensitizations to parents and students in Byimana. Provide sanitary products and a women's restroom for the girls at the primary school.
- Target population 270 girls, 230 boys, 180 parents

### Beneficiary Testimony:

Pacifique Uwiringiyimana; 12 years old

Innocent Iradukunba; 14 years old

Emmanuel Nteziryayo; 15 years old

Diane Nyirahabimana; 15 years old

How did you hear about the project? What project activities are you involved with?

### How has TAYG impacted you?

- Diane - "Think About the Young Girls helped me by giving me hygienic materials, Kotex pads, etc."
- Innocent - "I used to laugh at girls during menstruation, but now my mindset is changed."
- Emmanuel -- "I was trained to use clean water and tissues."
- Diane -- "I taught my younger siblings about reproductive health. Now, when we have our first menstruation period, we already know what it is and what we should do."
- Pacifique -- "I learned about hygiene, and now I feel like I have a better chance to go to school. What I learned in training allows me to be a better student."

### What did you learn about in training?

- Pacifique -- "We learned about hygiene, what to wear during menstruation, how to act, etc."
- Diane -- "We learned to recognize the signs of a girl about to menstruate."
- Innocent -- "We learned some other materials that girls can use if they do not use pads."
- Innocent -- "When I have acne, I no longer think that sex will cure it. I know that it is a sign of age, and not a disease that can be cured by sex."

## United People

### Mission and Target Population:

- Address domestic violence in Byimana by providing trainings and employment opportunities to at risk couples and women
- Target population Target population was identified through research and collaboration with local leaders

### Beneficiary Testimony:

Emmanuel Kubwimana; 39 years old

Mary Myirakimonyo; 38 years old

Francois Havugimana; 39 years old

Sylvanie Nyirantezayabo; 33 years old

### How did you hear about the project? Which project activities did you participate in?

- Emmanuel -- "I met Chantal when she came to my house and invited me to join. The team has given me counseling and livestock."

### What did you learn in training?

- Francois -- "Before I met the team, we had many conflicts in our marriage. In training, I learned that we are equals, and that we should respect each other."
- Mary -- "I learned about property. When you decide to marry someone, he or she is the first and most precious property you own. Now, we go out together instead of separately, and we respect each other."
- Sylvanie -- "I learned about property too, so that when I have land, we can divide it in half and share it equally. I used to cultivate alone, but now we work together to increase the value of our property. My husband used to beat me, but now he does not."
- Sylvanie -- "I used to think that prostitution was acceptable and meant that the husband was looking for another wife, but now I know that is not true." (?)
- Mary -- "I learned about hygiene, since I have a lot of children. Since the children are all home all the time, the house was dirty a lot, and so my husband thought he needed a new wife who would be better at keeping the house clean. In training, we learned about hygiene and family planning from local health centers."
- Mary -- "We also learned to compromise over behaviors we did not like."

### How has your life changed because of United People?

- Mary -- "If we had not been trained, I am sure that my husband I would be separated by now, or one of us would have killed the other one. We had no other choice."
- Francois -- "Yes, one of us would have killed the other. United People showed us other ways to resolve our problems."

### What do you think are some of the root causes of domestic violence?

- Emmanuel -- "Poverty"
- Mary -- "Property management; unemployment (nothing to do after they cultivate in the morning, so they fight)"

# SECTION 3:

## *Mission, Vision, and Theory of Change*

### **Part A: Mission, Vision, and Theory of Change**

The data in Section 2 reflect positive trends on personal, organizational, and social metrics for Global Grassroots' beneficiaries since 2011. Regressions of those results against a control group can be used to evaluate the organization's mission, vision, theory of change, program objectives, new programming, and management. The goal of this section is to identify particular areas of strength and areas where improvement is needed.

This impact assessment process was the first to test whether or not Global Grassroots' training produces changes that are statistically significant relative to a control group. In other words, this project allows for a more rigorous assessment of Global Grassroots' mission, vision, and theory of change. The baseline established by this project indicates that Global Grassroots does have some statistical evidence that the Academy for Conscious Social Change accelerates personal transformation.

To test whether the observed changes in the experimental group were the effect of Global Grassroots' training, we ran multiple regression models on data collected in the baseline assessment surveys. These models determine the correlation between various independent variables and a dependent variable of choice. For this research, we tested multiple dependent variables that indicated impact on two broad categories: economic wellbeing and personal wellbeing.

There were 73 total respondents to the pre-training assessment surveys: 36 from the Kigali and Byimana control groups and 37 from Global Grassroots ventures. The independent variables held fixed were:

- Age;
- Level of education;
- Marital status (married or unmarried);
- Training status (trained or untrained);

Macroscopically, the correlation between our independent variables and the dependent responses suggesting economic and personal wellbeing was low; however, some specific dependent variables indicated statistically significant effects of Global Grassroots' training.

*Mission - To catalyze women and girls as leaders of conscious social change in their communities.*

Our models suggest that Global Grassroots' training is one of the two best predictors of positive changes to an individual's economic wellbeing, with the other predictor being level of education. Trainees eat more meals on average per day, provide a greater percentage of their children with health insurance, send a higher percentage of their children to school, and are more likely to be able to lend money to a neighbor in need.

In particular, whether an individual received training from Global Grassroots has a statistically significant correlation to an increase in average meals per day and the percentage of children in the home with health insurance. Though the correlation is weak, Global Grassroots can be reasonably certain that the Academy for Conscious Social Change will improve a trainee's economic wellbeing.

Whether an individual received Global Grassroots training was also the single best predictor of positive change in personal wellbeing. Most strikingly, women who are trained are less likely to view their life as difficult. Training was also correlated with the power individuals felt over their personal and family circumstances, with trained women exhibiting higher levels of power. This correlation did not hold for power felt over community circumstances. Thus, Global Grassroots can be reasonably certain that the Academy for Conscious Social Change will alter a trainee's sense of agency.

Thus, the individual data (Section 2, Part A) proves with reasonable certainty that intervention is beneficial on an individual's economic and personal wellbeing. Global Grassroots can also be confident that its stated objective that 75% of participants' will reach a normalized sense of personal power has been met (93.6% of participants feel a normalized sense of personal power) because of the skills transferred by the training program.

However, and intervention that is beneficial is not necessarily catalytic. So, what threshold must be met to consider Global Grassroots' programming catalytic?

First, the individual data outlined above indicate that personal growth has continued over time. On average, indicators of economic and personal wellbeing improved since 2011, without any additional training. For some participants (those trained in 2007), that means that growth has continued for more than 6 years. Changes on many metrics were substantial – for instance, team members' ability to lend money to neighbors increased by 101.25 percent – providing further evidence that personal changes are catalytic, not static.

Second, work on Global Grassroots' ventures has given some trainees access to new opportunities that were not available to them before training. As Innocent Baguma, team leader of Let Us Build Ourselves, explains, "I love being a conscious social change agent; it is the best thing that has happened to me. I exceeded my own expectations training showed me that anything is possible. I now have a job as a project manager at the Ministry of Industry and Commerce because of the skills I learned from Global Grassroots." Working from the assumption that economic opportunity offers further growth, such qualitative data offers evidence that Global Grassroots' intervention is catalytic.

Similar qualitative evidence was gathered from members of the girls program. Comfort, a leader of a girls' team in Uganda, reported that "social venture skills have impacted [her] life so positively! [She] can help those who want to start a project and [she also feels] capable to go into Ethics and Human Rights in University." Comfort's anecdote matches the research team's larger conclusion that Global Grassroots' intervention seemed especially catalytic for the participants in the modified training for girls. Many girls remarked that participation in the program

However, Global Grassroots has not met its stated objective that within 12 months of operations, 75% of teams will apply their social venture skills to solve at least one new social issue in their community, will be planning to expand their operation, and will have taught their social entrepreneurship skills to others within their communities, as measured through quarterly reports, follow-up site visits, beneficiary interviews and annual impact assessments. Only one venture, Hard



Workers, has a significant expansion planned. Rather, goal setting and planning were often teams' lowest scores on the Nonprofit Management Scorecards; the overall average score was a 3.89 out of 5, making it the second-lowest-scoring category on the Scorecard. Finally, only the leaders of the most successful ventures reported new opportunities of any sort, and only one had made a considerable difference on another social issue.

These shortcomings do not mean that Global Grassroots has failed to catalyze change agents. Rather, this objective is not an accurate measure of Global Grassroots' success. Many change agents do, in fact, cross-apply skills from Global Grassroots training; most team members hold a full-time job in addition to their work on their nonprofit venture. For many team members, both jobs involve public service, and work on one improves the other. So, to say that trainees have not applied skills elsewhere is not necessarily true, but it is untrue that trainees are solving multiple social issues simultaneously.

Finally, though it was beyond the scope of this project to assess the status of other women in any given change agent's community, our findings suggest that Global Grassroots' training has a catalytic impact on social expectations for women. Rose Nyiramaso, a venture beneficiary, identified that "Have a Good Life has contributed to the dignity of women in our sector. Now, people see that women can be leaders in the community and the government." Data from the girls program supports Rose's observation; participants were 200 percent more likely to say women helped make decisions in their community after completing the program.

Global Grassroots is achieving its mission. There is statistical evidence that Global Grassroots' programming causes positive changes for its beneficiaries. Further, those changes are ongoing, cross-applicable, and community-wide, meeting most conventional definitions of catalytic change. This report echoes the 2009 and 2011 reports in applauding Global Grassroots' ongoing record of success.

**Vision, Part I** - *That vulnerable women and girls will have the capacity and resources to lead conscious social change, sustained by their own communities.*

The Academy for Conscious Social Change greatly improves the capacity of vulnerable women and girls to lead conscious social change projects; however, change agents often struggle to get financial buy-in from the community to sustain the initiative.

Global Grassroots' team members readily and eagerly cite the training and venture coaching as the primary source of their capacity to manage a venture. Though some team leaders had prior experience in leadership positions, 100 percent of team members interviewed reported that Global Grassroots filled in necessary gaps in knowledge about entrepreneurship or management. These comments are supported by the findings in Section 2, where respondents indicated substantial increases in their readiness and ability to create social change (up to 400 percent). Statistics about community activism and gender equity (100 percent of Global Grassroots team members speak out about issues in their community) further reinforce this trend.

However, when asked about obstacles or challenges to completing their project, more than 90 percent of women's team members expressed difficulty with garnering the resources needed to maintain the venture once Global Grassroots' tranches. In a way, this both proves and disproves Global Grassroots' vision; the organization's financial support is clearly an instrumental resource for these change agents, but finding similar resources in the community is difficult. Multiple organizations are sustained only by personal monetary contributions from the team members, in addition to

their donated time and energy. Many stagnant teams cited a lack of financial resources as the primary reason for ending operations.

Some ventures have demonstrated remarkable creative resourcing, and have expanded beyond the tranches given by Global Grassroots. One venture, Let Us Build Ourselves, has tapped into an online donation hub, Global Giving, and has struck deals with public officials for discounted rates on classrooms. As a result, they continue to literacy training to Rwandan women at no cost. Hard Workers, a Rwandan venture working on access to clean water, charges a small price for their product; consequently, they have been able to hire a guard for their water tank, and are planning to expand to new locations in the year to come.

The disparate capacity of Global Grassroots' venture to find resources to sustain their venture suggests a need for follow-up training on fundraising and budgeting, and for more rigorous testing of which financial models are most effective in low-income communities. The research team was impressed by the seemingly unshakable capacity of the team members to create change; Global Grassroots could do more to ensure that each venture can connect to the financial resources it needs.

Developing each change agent's capacity to build a workable financial model will benefit Global Grassroots in the long term, because it will set a clearer benchmark for when the ongoing coaching period ends. If a venture functioned with an autonomous revenue stream for a certain period of time (which could be determined by Global Grassroots), that would be a strong indicator that the team now needs less consistent coaching by the Rwandan staff. As Global Grassroots scales its programs, similar benchmarks will become important to managing the organization's limited time, money, and human resources.

**Vision, Part II** - *That conscious social change will represent a new movement for advancing change mindfully; compassionately; ethically; collaboratively; sustainably and thus optimally.*

Global Grassroots has achieved singular results, often in communities where conventional social change seemed unlikely. Trainees are finely tuned to their own needs, and the needs of their communities. However, more rigorous testing is required to fully understand this vision, which could develop Global Grassroots as a thought leader in the study of mindfulness and entrepreneurship.

First, team members who operate Global Grassroots' ventures consistently demonstrate mindfulness, compassion, ethics, and collaboration. As cited in Section 2, identifying a social issue, target population, and theory of change are strengths for all of Global Grassroots' ventures (scores of 4.64, 4.58, and 4.54 out of 5). Those scores indicate that each venture is well-attuned to the issue, beneficiaries, and community with which it works.

On an individual level, Global Grassroots' model of social change has proved remarkably sustainable; on an organizational level, more strides could be made. As team members and leaders, many of Global Grassroots' beneficiaries have been committed to the public good for 3 to 6 years. 63 percent of those team members still practice Global Grassroots' mindfulness techniques daily or weekly; many ventures meet weekly or bi-weekly, too. It seems unlikely that all of Global Grassroots' trainees have persevered through hardship and time coincidentally; conscious social change is clearly a sustainable way for individuals to commit to public service. As mentioned above, however, it is less clear that Global Grassroots has launched ventures that are sustainable financially. Thus, Global Grassroots has partially achieved its vision of sustainable social change.

This impact assessment process provides a starting point to determine whether Global Grassroots' model of conscious social change is optimal. Our data provide statistically significant links between conscious social change and personal and economic growth; in future years, Global Grassroots can more clearly compare changes in the experimental group to changes in the control group over time. It is commendable that Global Grassroots frequently participates in external assessments; in the future, more finely tuned assessments can start to optimize Global Grassroots' methodology and theoretical underpinnings.

**Vision, Part III** - *That grassroots change leaders will develop their capacity to lead transformation in their own communities from the inside out, through their own self-awareness supported through mindfulness practice and their direct experience with change through their social change endeavors.*

Statistically, whether an individual received Global Grassroots' training was the single best predictor of positive change in personal wellbeing. Our data indicate that personal growth and cross-applicable skills empower and enable change agents, though the relationship is correlative.

As in 2009 and 2011, there is plentiful evidence that Global Grassroots develops its beneficiaries' leadership capacity. In addition to the business, leadership, and mindfulness skills, Global Grassroots' empowers trainees to see themselves as leaders; beneficiaries' view of their own capacity and ability has increased with each year of participation in Global Grassroots' programming (by up to 400 percent since 2012). Again, a strictly causal relationship between mindfulness and skill as a change agent was beyond the scope of this project, but all trends identified by the data indicate a correlation between the two.

The qualitative data about cross-applicable skills outlined above lends credence to the development of leaders who create change in multiple ways. This qualitative data lends particular weight to conscious social change, as such; most trainees cite *both* business skills *and* personal changes when discussing how they apply knowledge and experience elsewhere in their lives. According to Donatta, team leader of Education for Young Girls, "Global Grassroots opened my mind to other people's problems, and helped me make my teachers more invested in the girls who drop out. They used to not care why the girls dropped out, but now they are personally invested in each girl's education." In other words, evidence suggests that Global Grassroots' trainees are both more aware of problems and more able to solve them.

So, given that Global Grassroots' primary strength is in the high quality of its beneficiaries, it would be interesting to test whether or not leading a social venture is the most effective way to transform a community. Managing public service organizations has been proven effective, on a wide range of social issues; would those leaders be more or less effective as political advocates? As journalists? Though these questions stray towards mission drift, one of Global Grassroots' assets is that it does not prescribe any particular route to social change; studying the techniques of advocacy and action could be another area of thought leadership for Global Grassroots.

So, Global Grassroots is bolstering the self-awareness and mindfulness of its trainees. It is less clear whether a causal relationship exists between this growth and capacity as change agents; while qualitative data and comparisons to the control groups continue to support this vision, Global Grassroots cannot draw definite conclusions unless some change agents are trained without the personal consciousness curriculum.

The overarching recommendation of this report is that Global Grassroots should continue to test its theory of change with increasing academic rigor. This report corroborates for the third time that links between mindfulness, leadership, and social entrepreneurship are likely to be present and probably beneficial to trainees; using more precise research methods (e.g. further control groups, or A/B testing) will allow Global Grassroots to advocate for conscious social change with certainty, and become a thought leader in both industry and academia.

That recommendation applies to each of the individual facets below; to avoid redundancies, this remainder of this section deals in brief with remaining analysis of specific organizational theories, goals, and objectives:

*Deepening personal consciousness and contributing towards the common good are both essential to social change.*

It is apparent even at this intermediary point that pairing personal consciousness produces changes in its beneficiaries, and appears to be a contributing factor in producing *further* social change in the community. Our regressions and data indicate that the personal consciousness techniques in Global Grassroots' program do have bearing on the individual; as outlined above, mindfulness and leadership are correlated in the results of this project. However, it was not within the scope of this project to determine whether either facet could be deemed "essential" to social change. This project laid the groundwork for further study of that hypothesis.

*One of the most effective levers of social change is a woman with the capability, resources, power, courage and inner commitment to initiate positive change for herself and others.*

Beyond the aforementioned strengths of Global Grassroots' trainees as committed activists with close-knit ties to their communities, the success of Global Grassroots' target population as leaders also proves that this theory is likely valid. The typical team member is a 46 year old woman with four children and little formal education beyond primary school; that those unconventional leaders impact 10,000 to 15,000 is intuitive proof that women are effective levers of social change. Similarly, the multi-year longevity of Global Grassroots' ventures indicate that each team member has a substantial amount of courage and inner commitment. Further study of control groups can more clearly elucidate whether women represent one of the most effective levers of social change, but Global Grassroots is effectively creating change regardless.

*Sustaining and accelerating conscious social change requires investment in supporting civil society architecture.*

Counter-intuitively, it is the challenges and struggles of Global Grassroots' change agents that prove the validity of this theory. The Academy for Conscious Social Change effectively creates leaders, but the difficulties those leaders face stem from an underdeveloped civil society architecture. Many team leaders are incredibly insightful change agents, tackling some of the world's most difficult social issues; consequently, these team leaders encounter obstacles, and ask hard questions. How do you prevent domestic violence when cultural norms resist change? How do you track rates of domestic abuse, which many consider a private issue?

Many of the most educated and highly trained activists around the world have struggled with similarly massive obstacles and questions, and it should not be surprising that Global Grassroots' leaders have not eradicated their chosen social issues entirely. Rather, we conclude that Global



Grassroots programming most neglects developing civil society architecture; though Global Grassroots' training has been proven effective on an individual level, organizational and social level impacts are less scalable until team leaders have more access to funding, expertise, and partnerships. Since those resources cannot all come from Global Grassroots, techniques to develop an autonomous, grassroots-level architecture should be built into the fellowship and coaching stages.

*Mind-body trauma healing plus the opportunity for women to form groups and create community-based organizations to advance social change represents the most effective and holistic approach towards individual and community healing during post-conflict reconstruction.*

As outlined above, substantial evidence corroborates that women have the capacity, ability, and knowledge to effect social change, and that those women have had a substantial impact on post-conflict healing. Any conclusively comparative study of efficacy or holism would require further, more specialized research.

## **Part B: Program Objectives**

1. *Overarching Objective — “Accelerate the process of personal and societal transformation through training, resources, fellowship and on-going facilitation.”*

Regressing the data against two control groups does indicate that Global Grassroots is having a measurable impact on this overarching program objective. However, the three program components outlined above impact that outcome to different degrees:

- **Training** The Academy for Conscious Social Change is Global Grassroots' strength. Qualitative evidence almost unanimously suggests that the program is comprehensible, relevant, and valuable. The training program is short, resource-efficient, and easily replicable. Modifying and comparing the Academy's curriculum also represents the best opportunity for Global Grassroots to test its theory of change or pursue thought leadership on mindfulness or entrepreneurship.
- **Resources** High rates of retention for the tools and systems covered by the Academy indicate that Global Grassroots' resources have significant bearing on individual transformation. However, most teams struggle to generate funds beyond Global Grassroots' tranches. The dedication of the team members then often prompts the team to contribute personal funds to sustain the venture, and very few teams are able to pay their members for their time.
- **Fellowship and Ongoing Facilitation** Global Grassroots has met its stated program objective “that 75% of teams will have acquired advanced project planning and project management skills, as measured by their ability to launch and sustain their own civil society organization.” More than 75% of the ventures from each training period are launched, and 90 percent of the ventures active in 2011 have been sustained. However, this process is labor-intensive; Global Grassroots' local staff is heavily involved with the design, launch, and operation of every venture. Consequently, Global Grassroots must reform this stage of its programming if scaling up operations is to be feasible.

To further accelerate the process of personal and social transformation, Global Grassroots must invest more heavily in the latter portion of its programming. Using the organizational data from Section 2, Part B, Global Grassroots should identify high-priority skills that correspond to ventures' success, and tailor programming to those specific skills. Our data indicate that the most significant differences between successful and unsuccessful ventures are in operations, budgeting,

fundraising, and creative resourcing.

That conclusion was voiced by unsuccessful ventures who, when asked whether “refresher” or follow-up workshops on any particular topic would be helpful, most frequently requested additional information on funding and organizational design. Global Grassroots can now conclude with total certainty that it creates change agents who can diagnose and analyze a social issue and manage a team; further coaching should be focused on connecting leaders to resources in their community. Similarly, though the high rate of retention on mindfulness practices (63 percent) is a strength for Global Grassroots, further workshops or follow-up mechanisms are needed to ensure that all trainees implement mindfulness practices with frequency and precision.

However, Global Grassroots’ should also begin to develop a way to judge the end point of the fellowship and coaching stage. To be an effective catalyst of social change, Global Grassroots will need to create benchmarks where teams begin to work with complete autonomy. As mentioned above, benchmarks related to fundraising present the best opportunity to know when coaching and facilitation is no longer crucial.

*2. Social Venture Training Objective — “Provide all the hard skills needed to create a plan for a viable social enterprise that will address a core issue facing women.”*

In practice, Global Grassroots partially achieves this objective. With few exceptions, Global Grassroots’ ventures are well-designed and managed, and correspond logically to the chosen social issue. The team members have a clear sense of the problem, solution, and theory of change.

However, as discussed in the prior objective, Global Grassroots is not maximizing the transfer of business or mindfulness skills. Investing in precise follow-up mechanisms aimed at specific skills will have a catalytic impact on this objective, while lessening the workload for Global Grassroots’ local staff. The Academy for Conscious Social Change transfers a large number of skills at once; fellowship and coaching should identify and pursue particularly valuable “hard skills.”

*3. Personal Transformation Objective — “Help these future change leaders deepen their sense of power, expand their sense of self-awareness, develop tools for transforming oppression and suffering, cultivate compassion and develop the capacity to initiate social change responsibly from a place of clarity, commitment and purpose.”*

This outcome is Global Grassroots’ biggest strength, and is reliably delivered by the Academy for Conscious Social Change. The data in Parts A and B of Section 2 all corroborate this objective. Though thought leadership in this field requires much more rigorous testing, a general conclusion of success for this objective is clear. The research team applauds the clarity, commitment, and purpose that steer Global Grassroots’ change agents.

*4. Social Transformation Objective — “Build the systems, tools, networks and support structures that will catalyze the ongoing growth of communities of conscious social change agents.”*

Global Grassroots is currently actualizing this outcome. Three separate impact assessments spanning 5 years have documented continuous change in Global Grassroots’ trainees; more than 90 percent of teams still utilize the management, bookkeeping, budgeting, and fundraising tools taught by the Academy for Conscious Social Change; the fellowship and coaching phases have yielded high rates of venture launch and continuation. Qualitatively, many team members also report sharing those skills with others, and applying those skills to other areas of life.

However, considerable revisions will be needed to continue achieving this outcome as Global Grassroots' work expands. Global Grassroots' current strengths lie in the systems and support structures it provides for its teams; 100 percent of the teams use the management structure taught by Global Grassroots (system), and 100 percent developed their venture in partnership with Global Grassroots' local staff (support structure). These systems and structures are time intensive, but produce good outcomes. However, very few teams leverage networks or support structures that do not hinge on Global Grassroots. Thus, Global Grassroots' local staff will eventually be unable to adequately support each venture launched by the training program, unless Global Grassroots continually expands its local office.

The teams that do leverage other networks, though, suggest that developing autonomous networks would be both feasible and productive. Part of the reason that the teams addressing education do disproportionately well, for instance, is that those team leaders often leverage existing networks in the government or amongst themselves. Even for the teams combating gender-based violence, the lowest performing category of teams, the best performers partnered with schools or government offices in some way.

Though Global Grassroots does not currently take steps to facilitate peer learning, a minority of ventures have begun to partner with each other to expand their capacity to create social change. Let Us Build Ourselves, for instance, was the first to use Global Giving; a number of other ventures, like Invincible Vision 2020 and Hard Workers, learned about the platform from Let Us Build Ourselves, and are developing profiles. Thus, though this growth could be considered "ongoing," Global Grassroots could do more to catalyze and accelerate this type of learning.

## Part C: Girls' Programs

Global Grassroots' girls' programs are new; the ventures are either developing, or were launched very recently. Consequently, those ventures could not be evaluated with the same rigor as the women's programs, which have been ongoing since 2007.

At this early stage, Global Grassroots is developing metrics to measure the success of the girls program. The data from this report indicate that graduates of the girls program demonstrate success in many of the same metrics as the women; economic and personal well-being improve, and girls become more able and ready leaders. As of now, the additional metrics proposed by Global Grassroots focus on:

Standard Social Emotional Learning metrics, including:

- Self-Awareness (feelings, values, strengths)
- Self-Management (stress, emotions, impulses and goals)
- Social Awareness (empathy)
- Relationship skills (cooperation, conflict management, good relationships)
- Responsible decision-making (ethics, concern for others, wellbeing of self and community, respect)

Metrics from Global Grassroots' model of Conscious Social Change that go beyond social-emotional learning to impact additional capacities like:

- Mindfulness of and ability to survey emotions, thought-patterns, and physical needs while simultaneously aware of the external environment
- Recognition of fears, limiting beliefs, attachments, shadows, and compulsive reactivity and

how to attend to these patterns so that they do not drive unconscious behaviors

- Attunement to the needs of others, including use of deep listening skills and conscious conflict resolution methods that empower and support the self-sufficiency and agency of others
- Sense of power, well-being, and capacity to create change
- Ability to recognize negative coping behaviors and engage in positive methods of self-care
- Understanding of one's own assets, passions, capabilities and gifts that can be leveraged to contribute meaningfully to the common good with a sense of inner-driven purpose
- Understanding of change from personal experience, and how to support transformation in others through understanding, compassion and collaboration

This research team had neither the data nor the expertise to offer preliminary assessments of those metrics. Given that both the 2011 and 2014 impact assessment processes have cited the difficulty of assessing mindfulness, though, Global Grassroots will likely need to consult experts in social-emotional learning and mindfulness to assess these metrics. Our recommendation is to start with precision, rather than wait for large assessments of data in years to come; while the girls' curriculum is being modified, different components of social emotional learning should be assessed and compared for each training group.

Macroscopically, though, Global Grassroots' partnership with the Cornerstone Program in Uganda appears to be one of its most lucrative and exciting areas of opportunity. The girls' program beneficiaries demonstrated remarkable change in a short, resource-efficient period of time. Further, partnership with Cornerstone lessened the need for extensive follow-up or monitoring efforts, substantially reducing the burden on Global Grassroots' Rwandan office; incentivizing short-term participation in Global Grassroots' programs was extremely efficient. This short-term model could even be tested with a group of women's program trainees, to potentially create a more efficient, scalable model of social change that is effective for all beneficiaries.



# RECOMMENDATIONS

## **Part A: Monitoring, Evaluation, and Impact Assessment:**

One of Global Grassroots' greatest strengths is its well-vetted and easily replicable training program. However, Global Grassroots is under-utilizing the program as a research method. Global Grassroots should leverage its replicable curriculum to employ "A/B Testing," where two comparable groups of trainees are both trained, but one group is given a slightly altered program.

For instance, every venture interviewed by the research expressed difficulty with raising funds, and very few had been able to significantly expand operations since 2011. Global Grassroots could use A/B testing to identify more effective funding models; one group of trainees (A) could be taught about nonprofit management and fundraising, while the other group (B) is taught social entrepreneurship techniques and is required to sell a product. After a given period of time, Global Grassroots can follow up with each group, and have a valuable comparison of the two funding models.

Thus, it is the opinion of this research team that a full-scale impact assessment process does not ever need to be undertaken again to evaluate Global Grassroots' programs. A/B testing yields more statistically rigorous, iterative, and useful data with a much smaller investment of time and money. As Global Grassroots continues to expand, the impact assessment process will no longer be feasible; even at this intermediary point, the breadth of the research questions strained (and, in some cases, limited) the academic rigor of this report. A/B testing would allow Global Grassroots to continue its admirable commitment to monitoring and evaluation without undue labor and expense.

## **Part B: Individual Well-Being and Mindfulness:**

While the topic of mindfulness training has been addressed throughout the report, the final recommendation the research team has is that professional help is necessary in assessing the effects of Global Grassroots' mindfulness training. This is the second team of researchers attempting to assess the long-term impact of mindfulness training on venture team members, and it should be noted from both assessments' inconclusive results that the scope of the question, and the rigor of the testing required to approach it, is simply too vast for unqualified undergraduate researchers to undertake. While qualitative results can produce anecdotal evidence in support of the organizations' mission and ultimately point to a positive correlation between regular mindfulness practice and overall success of ventures to conclusively say that mindfulness training increases the capacity of trainees to execute ventures would not be supported by sound data.

The team advocates for an impact assessment of this breadth not to be undertaken again by undergraduate researchers. Instead, the team envisions more conclusive and rigorous assessments coming from a professional qualified to assess the effects of mindfulness. Undergraduate researchers would be better suited to monitor and evaluate ventures when the questions asked are narrowed in focus and their areas of oversight are limited to specific ventures—for example, assessing the efficacy of Global Grassroots water organizations.

The team foresees A/B tests being effective in evaluating mindfulness and proposes suggesting this to the professional brought on to conduct the assessment. Prior to the training of new venture teams (preferably with similar projects e.g. domestic violence), Global Grassroots should choose one portion of the population to receive mindfulness training and leave the other portion untrained, and continue to monitor and evaluate their development and levels of success. Or, Global Grassroots could give two teams different types of mindfulness training and evaluate which is more effective over time.

## **Part C: Peer Learning and Local Staff:**

Global Grassroots' program objectives refer to "systems, tools, networks and support structures" needed to facilitate social change. However, the research team found that the practical systems in place in Rwanda were maintained almost entirely by the local staff of the Rwandan office. One employee in particular, Gyslaine Uwitonze, seemed to almost single-handedly sustain much of the organization's work. Thus, the first recommendation of the research team is to invest more significantly in training and development for the local staff of the Rwandan office. The human capital of Global Grassroots is tremendous; each member of Global Grassroots' in-country staff is highly empathetic, capable, and dedicated.

However, Global Grassroots can also take steps to facilitate learning that does not hinge so completely on their staff. Many teams advocated for establishing a network of peer ventures working on comparable projects to help each other discuss what was working and what wasn't within their team, as well as to create an open forum where their questions can be crowd-sourced instead of being directed to (and ultimately overwhelming) the Global Grassroots staff. The team believes that first steps could be taken in establishing this network helping teams connect over the phone for nearly every team met had access to mobile phones. While difficulties could arise in reimbursing minutes or tracking how many were used for Global Grassroots conversations, if both parties were required to submit minutes for reimbursement of a specific call, it would be easier to notice any discrepancies in reports.

## **Part E: Other Recommendations**

Finally, Global Grassroots' ability to get outside support depends on how clearly the mission and vision of the organization is communicated. Unfortunately, the clarity of the copy on Global Grassroots website and promotional materials is poor. The explanations are verbose and the message of the organization is lost in dense blocks of text. We strongly advocate for a website redesign, with specific attention dedicated to cutting word counts in favor of more concise language. We also recommend seeking help from a professional marketing team many of which are willing to work pro-bono for non-profits for help in creating a sleeker CSS platform on the website. The current HTML format gives a dated initial impression and, in addition to the volumes of copy, does not encourage visitors to engage with the site.

Ultimately, the research team believes in and fully supports the mission and vision of Global Grassroots. Having seen the benefits that the mindfulness curriculum and business training can have on venture leaders and their teams and the wide-reaching effects capable and trained women can have as change agents in their communities we hope Global Grassroots will use these recommendations as a way to maximize its use of resources and improve its operations. Global Grassroots has built a broad portfolio of success; moving forward, the research team suggests identifying and testing specific, tangible areas of growth.



**Global Grassroots**  
CONSCIOUS SOCIAL CHANGE