

GLOBAL GRASSROOTS PROGRAM IN RWANDA: IMPACT EVALUATION
Conducted by Julia Oakley, August 2011

EXECUTIVE SUMMARY

This is the second impact evaluation conducted on the Global Grassroots program in Rwanda by an independent evaluator. From June to August 2011, research for this assessment was conducted in Rwanda in partnership with Global Grassroots staff as translators and collaborators. Global Grassroots is an international non-governmental organization whose mission is “to catalyze the development of conscious communities of change agents who will work independently, collectively and systemically to advance the rights and wellbeing of women” in post-conflict countries.

Global Grassroots is succeeding in its mission. Through its Academy for Conscious Change and follow-up engagement in Rwanda, Global Grassroots has brought about the development of change agents who are actively promoting social change. Global Grassroots-funded ventures have had a measurable social impact on approximately 32,500 persons in Rwanda. Anecdotal evidence from beneficiaries adds to the body of data supporting positive changes in Rwandan communities around change agent teams’ chosen social issues of gender-based violence, reducing violence and disease associated with lack of access to water, girls’ sanitation and reproductive health, literacy, and vocational skills and rights trainings for vulnerable populations.

Team members attribute their knowledge of the skills used to start and operate their social ventures to the Global Grassroots training and follow-up. Additionally, many team members look inward and utilize personal consciousness practices taught by Global Grassroots to become self-aware change agents attuned to themselves and the people around them. Global Grassroots participants surveyed reported feeling that, in the period from 2009 to 2011, their lives were less difficult and they themselves were more powerful as individuals, family members, and community members.

Yet opportunities for improvement still exist. Given the rigorous criteria set by Global Grassroots to measure sustainability, the majority of Global Grassroots-funded ventures are not meeting those targets. Some teams remain slow in developing management skills such as creative resourcing, project planning, and bookkeeping. Mind-body trauma healing practices have not resulted in measurable reductions in post-traumatic stress symptoms as measured by the PCL-17 survey. Recommendations for possible ways to address opportunities for improvement are made in the final section of this assessment.

Global Grassroots’ strategy of participatory development in fostering the creativity and leveraging the inner knowledge of local persons is its strongest asset and is the key to sustainable social impact. The organization could continue its progression toward participatory development in terms of evaluation. It could also increase the capacity of staff in Rwanda and move to a tiered level of engagement with a structured framework of monthly workshops and biannual conferences to effectively support an increasing number of participants.

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BACKGROUND ON GLOBAL GRASSROOTS - Provided by Global Grassroots

Our Mission

Global Grassroots' purpose is to catalyze the development of conscious communities of change agents who will work independently, collectively and systemically to advance the rights and wellbeing of women.

Theory of Change

Global Grassroots' work is guided by four core values:

1. Deepening personal consciousness and contributing towards the common good are both essential to social change.
2. 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.
3. Sustaining and accelerating conscious social change requires investment in supporting, civil society architecture.
4. 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.

Target Population

Global Grassroots works through grassroots networks and partnerships to identify among vulnerable women, the emerging change agents who are committed to transforming the lives of women and girls. Our participants include widows, genocide survivors, women living with HIV/AIDS, mothers with only a primary school education, and women subsistence farmers. We also welcome into our program men who are eager to combat the underlying issues affecting women and girls, and on average, approximately 10 percent of our participants are men. Our simple application requires that change agents form a team, identify their social issue priority and propose a solution to address that issue collectively. We target groups at the earliest stage of their idea development, and invite at least five representatives of each selected team into our Academy for Conscious Change.

Academy for Conscious Change

Global Grassroots' Academy for Conscious Change is a social venture incubator that catalyzes vulnerable women change agents who wish to launch their own grassroots civil society organizations. The Academy program lasts an average of 18 months, the pace of which is driven by the team's participation, and offers high-engagement support services in four phases:

1. Intensive, interactive 40-hour training program, incorporating:
 - a. conscious leadership and personal growth practices
 - b. mind-body trauma healing
 - c. social entrepreneurship and non-profit management skills
2. 3- 6 months of hands-on non-profit venture development facilitation
3. Seed grants and implementation support

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4. 12-months non-profit apprenticeship with ongoing, high-engagement advisory support

Our approach embraces a participatory development paradigm and integrates a holistic balance of personal and social transformation. Following is more detail on each phase of our program.

Personal Transformation

The first phase of the Academy is a 40-hour intensive, interactive training course that accelerates the process of personal and societal transformation. Our curriculum begins by investing in a personal growth process for each change agent. Our objective is to help these future change leaders expand their sense of self-awareness, develop tools for transforming oppression and suffering, cultivate compassion and initiate change responsibly. We believe it essential for future social change leaders to invest as much in inner transformation as they do in outer solutions, so that they may avoid the pitfalls of burn-out, abuse of power or pursuits that detract from constructive social change. We share practices in meditation and breathing, and promote self-care to alleviate stress. Finally, by helping women map out their capabilities that can be leveraged for social change, we deepen their sense of agency, as they identify ways to make their own unique contribution.

Trauma Healing

Because the experience of terror during a traumatic event is closely linked to one's sense of helplessness, additional efforts to support empowerment, connection and self-sufficiency can augment the treatment of trauma from extreme fear, long-term abuse, torture and violence that causes psychological trauma. Further, endeavors that not only give a voice to the disempowered but allow for the survivor to identify her value to community and, even further, realize her capacity to change the aspects of community that failed her, provides a deeply powerful path for both individual and community healing.

Global Grassroots' Academy for Conscious Change explicitly incorporates an avenue for personal as well as social repair. First, Global Grassroots program introduces and provides training in a range of mind-body techniques that have had a scientifically demonstrated impact in addressing holistically the broad range of symptoms of post-traumatic stress. Incorporated within our Academy for Conscious Change, Global Grassroots has been utilizing a unique breath-based, mind-body approach for trauma healing with genocide and violence survivors in Rwanda, as well as among women and children earthquake survivors in Haiti. The program, called Breath~Body~Mind (BBM), involves a form of yogic breathwork called Coherent Breathing, studied and refined by Dr. Richard Brown, Professor of Psychiatry at Columbia University, and Dr. Patricia Gerbarg, Professor of Psychiatry at New York Medical College, and integrates Qigong movements and guided meditation to help restore balance to the nervous system. These techniques have been used successfully with Tsunami survivors, Katrina survivors, 9/11 first responders, combat vets and rape victims in Sudan.

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Mind-body techniques, such as meditation, Qigong, yoga, mindfulness and breathwork are utilized for several reasons. They allow for a direct physiological benefit that can be felt immediately when practiced by the survivor. When utilized overtime, they have the ability to support autonomic nervous system self-regulation, which is one of the core physiological functions that is disrupted through trauma. Mind-body techniques are also easy to learn and teach to laypeople across religious, cultural and language barriers, do not require a long-term therapeutic relationship as does conventional talk-based psychotherapy, are accessible to communities with little cost, can be made available immediately post disaster where the existing mental health infrastructure has been destroyed, and can be continued to be practiced individually and on a grassroots level in families and in other community groups.

Second, Global Grassroots provides opportunities for women to form teams, which can also serve as support groups of survivors with similar experiences who have not previously had the opportunity to connect and discuss their circumstances. Since the context in which participants are gathering is on the basis of creating their own non-profit, teams can avoid the stigma associated with survivor support groups that stand alone in that purpose.

Third, Global Grassroots incorporates in its issue diagnosis work and creative problem solving skills training a process of identifying one's power that comes from within and the assets and gifts that one has that can be leveraged to create social change. This supports a reclaiming of one's sense of agency for self-care and self-improvement and sense of value to others.

Finally, Global Grassroots provides a pathway for understanding suffering and designing a civil society organization that will advance one's own solution from a place of deeper consciousness. This process provides a self-led opportunity to combat the failures of society, advocate change within and by existing institutions and create new programs to serve others in need and advance transformation. We believe this multi-pronged approach which integrates personal and social transformation offers an optimal and holistic approach to trauma healing and post-conflict or post-disaster reconstruction.

Social Entrepreneurship & Non-Profit Management Training

Integrated with the personal transformation work and conscious leadership practices, the second part of our training provides all of the skills needed to create a plan for a viable social enterprise. We begin by mapping social issue priorities and diagnosing core causes. Project teams then enter an intensive venture design process to construct a mission and vision, operational plan, organizational design, budget, creative resourcing strategies, evaluation metrics, strategic partnerships, a code of conduct and communications strategy.

Non-Profit Venture Development

Following the academic portion of the program, teams move into a three to six month phase of hands-on project development support to prepare for launch. Our local staff

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works with each team to ensure that the project is designed to be self-sufficient, has measurable goals and objectives, has conducted a baseline assessment of its chosen social issue, and will work at the root level to create systemic change for women and girls.

Seed Funding

Projects which meet our criteria for social impact and sustainability receive seed funding between \$4000 - \$6000 for their start-up costs, in the form of a grant. Global Grassroots is not a micro-finance fund – we do not provide loans and do not support the creation of small businesses or craft-based income generating projects. All Global Grassroots ventures are sustainable “micro-NGOs” funded with start-up grants. Funding is disbursed across several tranches to allow us to work in close partnership with teams to protect for cost-overruns and facilitate financial analysis and bookkeeping.

Non-Profit Management Apprenticeship

After launch, teams are offered a further 12 months of high-engagement support during what is akin to a non-profit management apprenticeship. Our custom-designed advisory support includes re-teaching skills as applied to their specific project, helping the team diagnose their social issue and design a solution that will work on a systemic and root level, working with them to create a programmatic and organizational structure that will achieve their social change objectives, verifying budgets, overseeing the spending of tranches of grant funding, reviewing bookkeeping, helping teams design and implement baseline issue studies, working with local government officials, supporting the team in their monitoring and evaluation process, obtaining and translating quarterly reports, arranging for expert volunteers to provide additional expertise, networking at the national level, mentoring, marketing and communications support, consulting on financial sustainability, site visits and regular consultations on whatever the team may need to reach self-sufficiency for one year. Though our program offers a minimum of 12 months of such intensive hands-on support, we tend to continue to work with all of our teams on an ongoing basis as part of our fellowship, and many of our teams begin to expand their projects within 12-15 months. Evaluation metrics and ongoing assessment are incorporated into the operations phase to ensure the development of a strong organization.

Our Goals

Our long-term goal is that vulnerable women will have the capacity and resources to lead conscious social change, sustained by their own communities. Our strategy for accomplishing our mission is two-part: (a) to catalyze and invest in the ideas of underserved change agents working collectively and systemically for the advancement of women and girls, and (b) to build the architecture necessary to sustain the work of conscious social change agents in post-conflict societies.

By graduation from our 12-18 month Academy for Conscious Change, our outcome objectives for our participants and their teams are:

- 75% of teams will have acquired advanced project planning and project management skills, deemed sufficient to launch their own social ventures.

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- All participants will raise their perceived wellbeing by 50%.
- 80% of funded ventures will be operating sustainably.
- All ventures operating sustainably will have a measurable impact at the root level of the social issue they are designed to address, affecting women.
- Venture teams will have applied their social venture skills to solve new community issues and/or replicated their work, maintained their commitment to personal transformation practice, and passed along skills, tools or practices to others within their communities, within 1 year of beginning operations.

Our Success

Since 2006, Global Grassroots has steadily built an exciting track record in terms of its program reach and social impact:

- 300 participants in our Conscious Change Academy
- 18 community-based organizations launched
- 8 new social ventures under development
- 10,000 – 15,000 vulnerable people directly served each year by current project operations
- Over 100 women's groups in 40 countries have requested our programs to date

ANALYSIS OF MISSION AND THEORY OF CHANGE

Observing and analyzing Global Grassroots' program in Rwanda provides a valuable opportunity to critically examine the Global Grassroots mission statement and core values, and to assess whether the work implemented by Global Grassroots is reflective of its mission and vision.

The mission is as follows: *Global Grassroots' purpose is to catalyze the development of conscious communities of change agents who will work independently, collectively and systemically to advance the rights and wellbeing of women.*

Global Grassroots is fulfilling its mission. It has brought about the development of change agents who are, both individually and in teams, actively promoting social change benefiting vulnerable women and girls. Graduates of the Academy of Conscious Change are keenly aware of the root causes of the social issue they are working on. During the Non-Profit Management Apprenticeship and beyond, Global Grassroots acts in a supportive role as each social venture launches and transitions from the start-up phase to the operations phase.

Global Grassroots-funded ventures have had a measurable social impact on approximately 32,500 persons in Rwanda. Team members attribute their knowledge of the skills used to start and operate their social ventures to the Global Grassroots training and follow-up.

The following are the core values in the Global Grassroots theory of change:

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

It is beyond the scope of this assessment to fully examine the necessary ingredients for social change. However, evidence points to the efficacy of Global Grassroots' two-pronged personal and social transformation approach to social change. 68 percent of Global Grassroots graduates who responded to the follow-up survey find the personal practices taught by Global Grassroots to be "very useful," 30 percent find them to be "useful," and the remaining 2 percent find them to be "somewhat useful." 84 percent of team leaders say that they have shared with others some of the personal practices they learned from Global Grassroots.

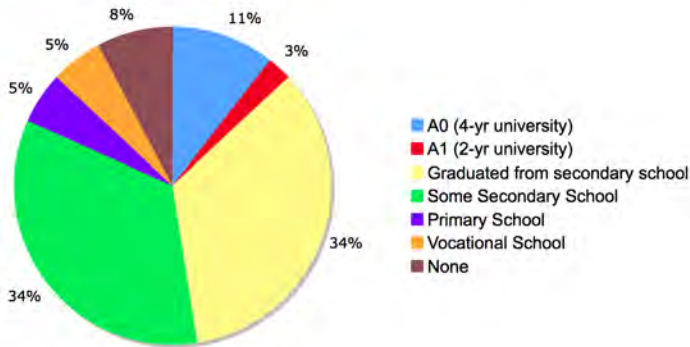
2. *One of the most effective levers of social change is a woman with the capability, resources, power, courage and inner commitment to initiate positive change for herself and others.*

The success and commitment of the women leaders of Global Grassroots-funded ventures show that they can be effective levers of social change. Women in Rwanda are intimately connected with the needs of their communities, and are underutilized resources for development and positive social change. They are not often awarded the

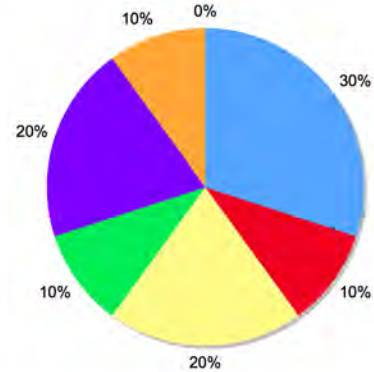
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same opportunities for education as men. This is a strong argument for investing in women as effective social change agents.

Education Among Female Respondents (n=38)



Education Among Male Respondents (n=10)



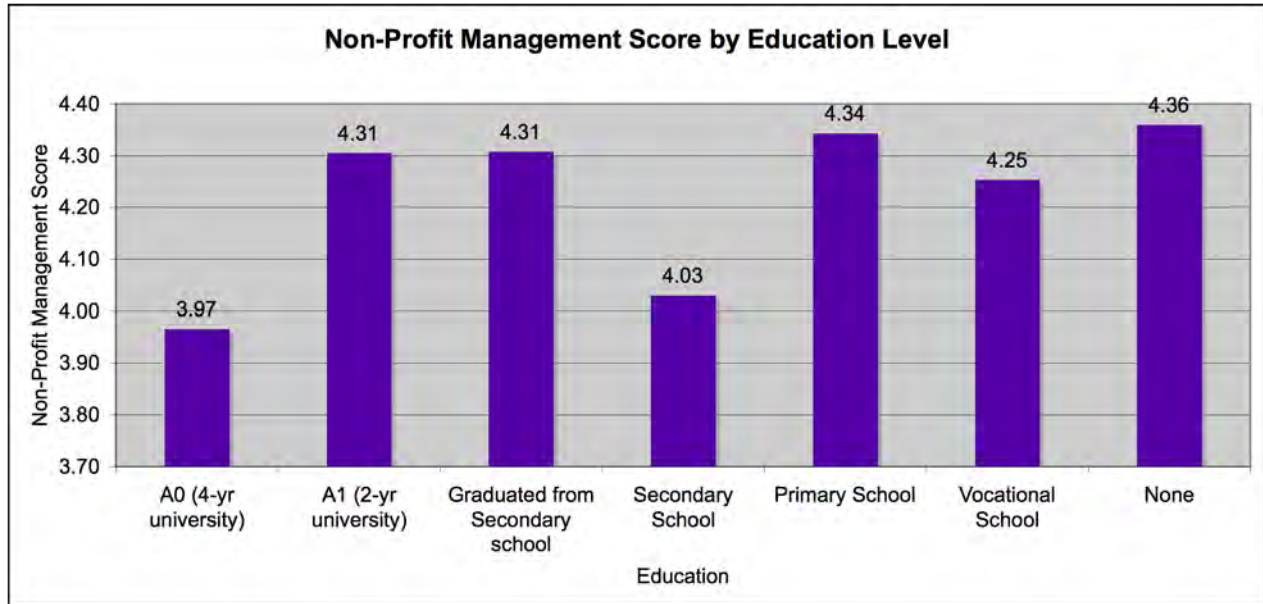
Women who graduate from the Global Grassroots Conscious Change Academy believe that they have the potential to be powerful. 94 percent of women respondents to the Global Grassroots follow-up survey indicate that they give their point of view and opinion at community meetings. 76 percent of female respondents say they have an equal role with their partner in decision-making, and 100 percent of respondents say they think they should. Both women team leaders and beneficiaries of Global Grassroots-funded programs share feeling an increased sense of confidence because of their participation in the Global Grassroots program.

Men make up about 10 percent of the team leaders trained by Global Grassroots. These men have shown a fierce commitment to the philosophy of Global Grassroots and its commitment to helping women access the power and strength that lies within themselves. Therefore, men who are committed to promoting social change for women in their communities are powerful change agents in their own right.

Integrated into this core value is Global Grassroots' guiding principle that every woman has the potential to be a change agent, no matter her level of education or her opportunities in life. Global Grassroots has successfully worked with social change agents who have had a primary school education or less. While working with undereducated populations has sometimes required more thorough high-engagement support throughout the proposal development process, the core value of seeing the potential for a change agent in every woman is corroborated by the fact that there is no correlation between a program participant's education and the average Non-Profit Management rating. (The Non-Profit Management Scorecard rates teams on a scale of 1-5 on the following categories: underlying social issue, mission and vision, theory of change and program activities; target population, strategic partnerships; goals, objectives and evaluation metrics; project planning; budgeting; creative resourcing/sustainability; operations; organizational design/decision-making; management policies; bookkeeping/financial reporting; and social impact. See Appendix

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C for detailed criteria and ratings.) In fact, participants with primary school education or no education have higher Non-Profit Management scores than participants with college education. This is in large part due to the success of one program in particular: Hard Workers. This program had a large representation of team members at the Global Grassroots Academy for Conscious Change and is made up of women who have had primary school education or less. It is also one of the most successful Global Grassroots-funded programs, delivering clean water to thousands of people in their community, with special consideration for the most vulnerable persons.



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

Through its model of building the skill set, capacity, and wholeness of each individual it works with, Global Grassroots is contributing to the civil society architecture in Rwanda. The organization has stayed true to this philosophy in its work in empowering the men and women of Rwanda to create their own self-sustaining social ventures in accordance with their idea for addressing a social need, and then providing start-up funding and high-engagement support for these ventures. This commitment to creating structural and sustainable change has been identified as a key need in the area of international development work and is a strength of the Global Grassroots program.

Global Grassroots can continue to develop and improve in terms of how it is supporting a civil society architecture after the Academy for Conscious Change. It should continue to host booster skills workshops, promote networking among teams and between teams and other local non-profits, and invest in technology that could be made available to program graduates to increase the capacity of their organizations.

4. *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.*

A complete evaluation of this core value is also beyond the scope of this evaluation. In terms of the contribution of mind-body trauma healing to individual and community healing in Rwanda, the Breath~Body~Mind practice taught by Global Grassroots has not had a measured effect on the Post-Traumatic Stress Disorder (PTSD) symptom scale that the organization has piloted with its latest training cohort one year after these practices were introduced. However, 98 percent of survey respondents report that the personal practices taught by Global Grassroots are very useful or useful to them.

Moreover, graduates of the Global Grassroots program are happy and hopeful: 61 percent say that they felt very happy (17.65 percent), happy (21.57 percent), or somewhat happy (21.57 percent) last week; 66 percent say that they are very hopeful (9.80 percent) or hopeful (56.86 percent) about the future. At this time it is not yet possible to compare pre- and post-Global Grassroots training responses to these questions, because it is the first time these two questions were included on the survey.

Additionally, a comparison of respondents' self-reported difficulty of life showed that overall, graduates felt that their lives were less difficult in 2011 than they were in 2009.

All of the team members interviewed expressed pride in and contentment with their social change program. Said one team leader: "Global Grassroots has taught us how to be innovative. It taught us how we can use money: for the benefit of society. Now we know how to be creative and innovative."

ANALYSIS OF OUTCOME OBJECTIVES

Global Grassroots has identified one long-term goal and five shorter-term objectives by which its success can be measured. Its long-term goal, *that vulnerable women will have the capacity and resources to lead conscious social change, sustained by their own communities*, is a larger question that will be addressed at the conclusion of this report.

The five shorter-term objectives of Global Grassroots are that, by 12-18 months after completion of the Academy for Conscious Change:

- 1. 75% of teams will have acquired advanced project planning and project management skills, deemed sufficient to launch their own social ventures.***

Methods of measurement:

- For those teams whose participants attended 80% of the Academy, percentage of teams' social ventures funded by Global Grassroots and launched within 18 months.
- Average project score of 4 or above on all applicable categories of the Non-Profit Management Scorecard tool, based upon interviews with teams, review of team reports, and feedback from Global Grassroots staff.

Of the 34 programs begun in the Academy for Conscious Change, 26 were ultimately funded. Therefore, 76 percent of ventures were judged to have met the criteria for seed funding and development by Global Grassroots.

Of the 26 programs that were funded and begun, 21 are actively operating or in development. Five are currently stagnant or are no longer in touch with Global Grassroots. Therefore, 21 out of 26 or 81 percent of ventures are currently actively operating or in development.

Teams not funded by Global Grassroots or currently stagnant are so because of a number of variables. Some teams did not meet Global Grassroots criteria for adequate non-profit management skills. Others did not meet criteria to proceed with project development: for example, two teams did not have the required number of team members complete the training. Teams not funded chose not to continue pursuing their social program after dialogue with Global Grassroots.

Life obstacles steered some teams toward stagnation. For example, one program never launched because its leader had a death in the family and therefore his roles and responsibilities in his home changed such that he was not able to continue. In two other teams, team leaders relocated and were no longer able to carry on their programs. Communication difficulties resulted in team stagnation, such as when Global Grassroots was no longer able to reach certain teams and was thus unable to know the status of the teams' activities.

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<i>Training Program</i>	<i>Team Name</i>	<i>Status of funding</i>	<i>Status of activity</i>	<i>Average Non-Profit Score</i>
2007	Hard Workers	Funded	Active	4.36
2007	Work For Life	Funded	Stagnant	n/a
March 2008	Achieving a Better Life	Funded	Active	3.71
March 2008	CVTS	Funded	Active	3.07
March 2008	Invincible Vision 2020	Funded	Active	4.29
March 2008	Let Us Build Ourselves	Funded	Active	4.64
March 2008	Have A Good Life	Funded	Active	4.21
March 2008	Wishing You To Stay Alive	Funded	Stagnant	n/a
March 2008	Kind People	On track to be funded	In development	4.83
March 2008	Light In Our Home	Funded	Active, receiving tranches	4.17
March 2008	Think About The Young Girls	Funded	Active	4.14
March 2008	Relax	Funded	Active, receiving tranches	4.36
March 2008	Have Pity and Compassion	Funded	Active, receiving tranches	4.00
March 2008	Let Us Fight Ignorance	Funded	Stagnant	n/a
March 2008	We Are One	Funded	Stagnant/resuming operations	n/a
March 2008	Be Ready	Not funded	n/a	n/a
March 2008	Aspire	Not funded	n/a	n/a
March 2008	Kicukiro Water Project	Not funded	n/a	n/a
March 2008	Work for Peace	Not funded	n/a	n/a
August 2008	APROFER	Funded	Active, receiving tranches	4.09
August 2008	Construct the Family	Funded	Active	3.79
August 2008	CIESP	Funded	Stagnant or not in communication with GG	n/a
August 2008	Let Us Build Ourselves: Kanombe	Funded	Active, receiving tranches	4.73
August 2008	Justa's Literacy Project	Not funded	n/a	n/a
August 2008	Itoero	Not funded	n/a	n/a
August 2008	John's Water Project	Not funded	n/a	n/a
August 2008	People with the Same Purpose	Not funded	n/a	n/a
2010	United People	On track to be funded	In development	4.63
2010	A Friend Indeed	On track to be funded	In development	4.38
2010	Education for Young Girls	On track to be funded	In development	4.63
2010	HRD	On track to be funded	In development	4.25
2010	People of the Same Compassion	On track to be funded	In development	4.22
2010	People of Love	On track to be funded	In development	4.20
2010	Perseverance	On track to be funded	In development	3.56

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One stagnant team who participated in an impact assessment meeting had run out of funds and suspended operations when it was unsure of how to proceed without resources. The team's limited capacity and motivation to fundraise and resource creatively combined with a limited capacity on the part of the Global Grassroots staff team in Rwanda to support this floundering team were contributors to its suspension of activities.

An important consideration regarding the measurement of this objective is that the originally allotted 12-18 months has taken some teams closer to two years. This extended time period seems to be a result of two circumstances. First, the Global Grassroots staff in Rwanda is small in number and largely part-time. Therefore, the staff has not had the capacity to provide the amount of hands-on support needed in the ideal amount of time. Second, team members often work on their social change programs on a part-time basis and have a multitude of other responsibilities necessary to their personal and family's survival. Therefore, it is difficult for them to devote their time to their social change program at the same time that they are facing real life demands.

The average team Non-Profit Management Score for all Global Grassroots teams currently in operation, as determined by this impact evaluation, is 4.20. A score of 4 or higher on this 1-5 scale for each category is indicative of performance satisfactory for a program to launch. Not only do the teams currently in development meet this standard, with an average score of 4.34, but the teams that are currently operating independently also meet this standard, with an average score of 4.12.

Therefore, both criteria of this objective—first, that 75 percent of participants' social ventures were funded by Global Grassroots and launched, and second, that the average program score on all applicable categories of the Non-Profit Management Scorecard tool is a 4 or above—have been met. Global Grassroots has successfully achieved this objective. The only caveat of this objective is amount of the time it has taken for some ventures to launch; however, Global Grassroots has made the conscious choice to allow teams to move at their own pace instead of forcing an artificial timeline upon their work.

2. *All participants will raise their perceived wellbeing by 50%.*

Methods of measurement:

- a. Comparison of past and present individual baseline assessments, specifically the following questions:
 1. How would you rate the difficulty of your daily life and standard of living?
 2. How many children stay at home because you cannot afford to send them to school?
 3. Including breakfast food, how many meals a day do you eat?
 4. How powerful do you feel to change the following situations:
 - a. Your own circumstances
 - b. Your family's circumstances

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- c. Your community's circumstances
- 5. Have you noticed a change in your family's economic situation because of your experience with your social change project?
- b. Comparison of pre-, post-, and follow-up PTSD surveys, for the team trained in 2010

Notes about measurement of this objective

The method of comparing wellbeing over time is an evolving process for Global Grassroots. Global Grassroots revises its baseline questionnaire (Appendix A) on a regular basis, and thus it is not possible to compare every measure of wellbeing over time. For example, questions measuring hopefulness, happiness, and a change in economic situation since beginning one's social venture were added to the 2011 survey for the first time. The parameters of wellbeing have also evolved, and the richness of the meaning of "wellbeing" has resulted in a difficult process of measurement. The criteria above that were selected as a basis of comparison for wellbeing over time were selected as the most measurable criteria for wellbeing while still maintaining a sense of wholeness. The variety of measurements chosen, as well as a variety of measurement scales, make it impossible to quantify wellbeing with solely one number. If Global Grassroots wishes to make such a quantification in the future, it will need to clearly define what exactly wellbeing is and how to measure it.

Global Grassroots has made participatory development a priority in their work in the last year. A fruitful way in which Global Grassroots could continue to use the strategy of participatory development to improve their work would be to explore in depth the meaning of wellbeing from the perspective of program participants. It is difficult to measure "perceived" wellbeing without asking participants what their perceived notion of wellbeing is.

Wellbeing over time as measured by the Global Grassroots questionnaire

The following table was developed to measure a change in wellbeing over time, considering all graduates of the Academy for Conscious Change as one cohort. The first column comes from an average of all respondents to the 2009 impact evaluation (34 respondents, from the 2007, March 2008 and August 2008 training cohorts), and the second column comes from an average of all respondents to the 2011 impact evaluation (51 respondents, from the 2007, March 2008, August 2008, and 2010 training cohorts). It is not a direct person-to-person comparison of results, and it is not a direct comparison of results from pre-Academy to post-Academy. However, it is representative of a general change of Academy graduates over time. The results, shown in the percent change column and summarized in the trend column, show an improvement over time on all measurements of wellbeing. Of particular note are a 62 percent decrease in participants' children staying home from school because of an inability to afford school as well as a significant decrease in perceived difficulty of life and a notable increase in power in every sense (personal, family, and community).

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CHANGE IN PARTICIPANTS' WELLBEING OVER TIME		2009	2011	% Change	Trend
Difficulty of Life	Very Difficult	26.47%	20.93%	-20.93%	Difficulty of life has decreased
	Somewhat Difficult	29.41%	16.28%	-44.65%	
	Normal	44.12%	48.84%	10.70%	
	Somewhat Easy or Comfortable	0.00%	9.30%		
	Very Comfortable	0.00%	4.65%		
Children	Average # of children living in household	3.7	3.52	-5.76%	Households having fewer children and sending significantly more children to school
	% of children living in home unable to attend school	47.24%	18.16%	-61.56%	
Food	Average # of meals eaten per day	2.2	2.40	10.27%	Slightly more meals consumed
Economic Status	% able to lend money to neighbors if they have a problem	n/a	23.26%	n/a	Unknown
	% 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%	-52.59%	Higher sense of personal power
	Not Very Powerful	12.50%	4.44%	-64.44%	
	Normal	34.38%	35.56%	3.43%	
	Some Power	37.50%	28.89%	-22.96%	
	Powerful	6.25%	26.67%	326.67%	
Sense of Power: Family	Powerless	6.67%	2.27%	-65.91%	Higher sense of power within the family
	Not Very Powerful	10.00%	6.82%	-31.82%	
	Normal	46.67%	38.64%	-17.21%	
	Some Power	36.67%	29.55%	-19.42%	
	Powerful	0.00%	22.73%		
Sense of Power: Community	Powerless	19.35%	0.00%	-100.00%	Higher sense of power within the community
	Not Very Powerful	19.35%	9.52%	-50.79%	
	Normal	25.81%	50.00%	93.75%	
	Some Power	25.81%	30.95%	19.94%	
	Powerful	9.68%	9.52%	-1.59%	
Hopefulness	No hope at all	n/a	0.00%	n/a	Unknown
	Not very hopeful	n/a	1.96%	n/a	
	A little bit hopeful	n/a	5.88%	n/a	
	Somewhat hopeful	n/a	9.80%	n/a	
	Hopeful	n/a	56.86%	n/a	
	Very hopeful	n/a	9.80%	n/a	
	No Response	n/a	15.69%	n/a	
Happiness	Very sad	n/a	1.96%	n/a	Unknown
	Sad	n/a	0.00%	n/a	
	Somewhat sad	n/a	5.88%	n/a	
	Neither happy nor sad	n/a	13.73%	n/a	
	Somewhat happy	n/a	21.57%	n/a	
	Happy	n/a	21.57%	n/a	
	Very happy	n/a	17.65%	n/a	
	No Response	n/a	17.65%	n/a	

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PTSD Studies

It is harder to draw conclusions about the program's success in increasing wellbeing as measured by decreased symptoms of post-traumatic stress. Global Grassroots administered the PCL-17 survey of post-traumatic stress symptoms to the 2010 training program participants for the first time. There are no noticeable reductions in post-traumatic stress symptoms as measured by the PCL-17 survey from the time participants entered the Academy to one year later.

One symptom, “trouble remembering important parts of a stressful experience,” decreased from an average rating of 2.61 to 2.00 (a rating of 1 indicates that the respondent has not been bothered by this symptom at all, whereas a rating of 5 indicates that the respondent is extremely bothered by this symptom), a decrease of 22.22 percent. “Feeling very upset when something reminded you of a stressful experience,” decreased from an average rating of 3.47 pre-training to a 3.22 one year later, a percent change of -7.16. But even more symptoms of post-traumatic stress symptoms increased than decreased. Among those symptoms that increased in severity were “repeated, disturbing dreams of a stressful experience” (from 2.79 to 3.22, a percent change of 15.58), “having physical reactions (e.g., heart pounding, trouble breathing, sweating) when something reminded you of a stressful experience” (from 2.67 to 3.50, a percent change of 31.25), and “avoiding activities or situations because they reminded you of a stressful experience” (from 2.97 to 3.38, a percent change of 13.81).

The limitations of administering this survey to Academy for Conscious Change participants are noteworthy. Logistically, the PCL-17 surveys returned for this impact assessment numbered only 9, making for a small sample size. In terms of survey design, the PCL-17 survey measures PTSD symptoms at a point in time, which is influenced by the atmosphere and mindset in which one finds oneself as they are taking the survey. The concept of a survey measuring post-traumatic stress, a concept that is not fully embraced by either the culture or native language of Rwandans, is unusual and perhaps uncomfortable for participants in the Academy for Conscious Change. 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 (Global Grassroots is currently considering using a visual scale alternative for the 1 to 5 ranking in the future). Although participants are encouraged to work independently, the survey has been administered to individuals in a group setting, in which participants sometimes have conferred with each other on the questions being asked and may thus be influenced by the people surrounding them. Therefore, the data from this survey represent a launching point, a nascent and imperfect measurement of effectiveness of mind-body trauma healing practices taught by Global Grassroots.

3. 80% of funded ventures will be operating sustainably.

Methods of measurement:

- a. Mean “Sustainability Score” of 4 or higher, based upon interviews with teams, review of team reports, and feedback from Global Grassroots staff. The Sustainability

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Scores is an average of four categories on the Non-Profit Management Scorecard tool: Creative Resourcing/Sustainability, Operations, Budgeting, and Bookkeeping/Financial Reporting

b. Percentage of funded teams deemed to be operating sustainably

This objective was not met. One out of eight ventures operating beyond the start-up funding phase of operations was deemed to have met the criteria for a Sustainability Score of 4 or above. The rest of the teams scored between 3 and 4 with just one team scoring below a 3. This represents 12.5 percent rather than goal of the 80 percent of funded ventures hitting Global Grassroots' targets for sustainability.

<i>Training Program</i>	<i>Team Name</i>	Sustain-ability Score	<i>Hitting targets for sustainability</i>	<i>Not hitting targets for sustainability</i>	<i>Not active</i>	<i>Still in funding phase</i>
2007	Hard Workers	3.74		X		
2007	Work For Life	n/a			X	
March 2008	Achieving a Better Life	3.00		X		
March 2008	CVTS	2.5		X		
March 2008	Invincible Vision 2020	3.5		X		
March 2008	Let Us Build Ourselves	4.5	X			
March 2008	Wishing You To Stay Alive	n/a			X	
March 2008	Kind People	n/a				X
March 2008	Light In Our Home	n/a				X
March 2008	Think About The Young Girls	3.5		X		
March 2008	Relax	n/a				X
March 2008	Have Pity and Compassion	n/a				X
March 2008	Have A Good Life	3.75		X		
March 2008	Let Us Fight Ignorance	n/a			X	
March 2008	We Are One	n/a			X	
August 2008	APROFER	n/a				X
August 2008	Construct the Family	3.75		X		
August 2008	CIESP	n/a			X	
August 2008	Let Us Build Ourselves: Kanombe	n/a				X
2010	United People	n/a				X
2010	A Friend Indeed	n/a				X
2010	Education for Young Girls	n/a				X
2010	HRD	n/a				X
2010	People of the Same Compassion	n/a				X
2010	People of Love	n/a				X
2010	Perseverance	n/a				X

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All eight of these ventures operating on their own (beyond the start-up funding provided by Global Grassroots) are currently active and operating. However, seven of them demonstrate business acumen at a slightly lower level than to which Global Grassroots has aspired for the creation of a self-sustaining social venture. This is not to say that these ventures are not at all sustainable or that they do not have the potential to be sustainable; in fact, 75 percent of the teams scored a 3.5 or above. The teams average a Sustainability Score of 3.56 as opposed to the sought score of 4.

Team	Sustainability Score
Hard Workers	3.75
CVTS	2.5
Invincible Vision 2020	3.75
Achieving a Better Life	3.0
Let Us Build Ourselves	4.5
Think About The Young Girls	3.5
Have a Good Life	3.75
Construct the Family	3.75
AVERAGE SCORE	3.56
*Note: the remainder of teams have not been operating long enough to have earned a Sustainability Score as they are not yet finished with the funding phase.	

The 2009 Impact Evaluation deemed 82 percent of funded ventures to be operating sustainably. However, it is difficult to compare the 2009 Sustainability Scores to the 2011 ones for a few reasons. First, the criteria for scores on the Non-Profit Management Scorecard have been revised, notably with the score of three being made more distinct from the scores of four and five. Second, a different person conducted the Impact Evaluation each time, and each person inherently has a unique perspective. Third, the Sustainability Scores in this version took into account Bookkeeping/Financial Reporting, a category that is particularly difficult for teams and that decreased the average compilation score. The difference between the achievement of this objective in 2009 and currently in 2011 represents not a decrease in the sustainability of Global Grassroots-funded ventures, but an illumination of an area ripe for strengthening.

The greatest occasion for improvement as evidenced by the Non-Profit Management Scorecard tool is in Creative Resourcing and Sustainability. Some teams have limited ideas for finding funds to cover their team’s operating costs; others have strong ideas but lack follow-through or success on these creative resourcing endeavors. Another area of particular need is that of Bookkeeping and Financial Reporting. Some teams exhibited holes or disorganization in their books, such as expenses listed in one place but not another. Other teams exhibited accurate bookkeeping but did not use their financial situation to analyze future operations.

Financial sustainability is a major obstacle for most non-profit organizations: therefore, this is an area of opportunity for improvement in the Global Grassroots program and not a fundamental flaw. Increased attention, skills training, and follow-up should help to address the problem.

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4. All ventures operating sustainably will have a measurable impact at the root level of the social issue they are designed to address, affecting women.

Methods of measurement:

- a. Data from issue studies regarding project's social impact, if available. Evaluate achievement or progress toward the project's pre-set social indicators and approximate the number of people the project has impacted.
- b. Score of 3 or greater in Social Impact category in the Non-Profit Management Scorecard tool, based upon interviews with teams, review of team reports, and feedback from Global Grassroots staff
- c. Testimony of beneficiaries regarding the project's impact upon them

This objective evaluates the social impact of each Global Grassroots-funded program. Global Grassroots-funded ventures have served approximately 32,500 Rwandans and earn an average Social Impact score of 4.0. Of the nine operating teams, seven are able to measure social impact and scored 3, 4, or 5 for social impact. Two teams are not able to measure their social impact at this time. Therefore, 78 percent of teams operating sustainably are having a measurable impact at the root level of their social issue.

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Team	Social Indicators	% Social Indicators Achieved	Social Impact Score	# of people impacted
Hard Workers	<p>It is too early to tell if the group has exceeded its social indicators for their 2011 grant as the project is still under construction, so this analysis will instead refer to the team's 2007 goals:</p> <ol style="list-style-type: none"> 1. Provide access to clean water for 60 households <i>ACCOMPLISHED and exceeded in first year</i> 2. Provide a jerry can of clean water to 5 orphan-headed households <i>ACCOMPLISHED by 2009 and continued to present</i> 3. Pay school fees for 5 children (HIV/AIDS or genocide orphans) by end of 12 months <i>The program was only able to pay school fees for 1 child due to limited finances</i> 4. Help empower women while preventing the sexual exploitation that often results in disease <i>ACCOMPLISHED: Follow-up survey in 2011 indicated that 93% of women surveyed had not had exchanged sex for water in the last year</i> 5. 70% of families in the area will have access to clean water by end of 12 months <i>ACCOMPLISHED: With the expansion currently underway, 100% of families will have access to clean water</i> 6. 20% reduction of disease in area (to be confirmed by local clinic) <i>The percent reduction in disease is not known. But the program has talked to the local clinic, which has reported that water-borne disease has decreased significantly.</i> 	4/6, (67%) probably 5/6 (83%)	5	This team already impacted over 800 individuals and are expected to add another 360 families (over 2000 people) to that number in 2011
Community Vocational Training School (CVTS)	<p>CVTS did not provide data on their attainment of or progress toward social indicators. They have not conducted both pre-program interviews and post-program interviews since 2009.</p> <ol style="list-style-type: none"> 1. After 6 months, every student is able to make clothes on her own <i>No data available</i> 2. 25 out of 30 women are able to earn 1000 francs per day through tailoring after 9 months; after 15 months, 55 women are able to earn 1000 francs per day <i>Based upon conversations with the leaders of this project, this has not been accomplished thus far as the women and team alike are struggling to find a market for their products</i> 3. After 9 months, 25 women have stopped prostitution and continue tailoring work 	Data not available	3	~180 participants

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	<p><i>No data available, although the team's president says that many participants have stopped prostitution</i></p> <p>4. The hygiene and nutrition of the women improves after 9 months <i>No data available</i></p> <p>5. 100% of women trained understand consequences of HIV/AIDS and how to prevent it by using condoms <i>No data available</i></p> <p>6. More than 50% of women decide to have only 1 partner <i>No data available</i></p> <p>7. 60% of women understand their options for contraception and decide to use it <i>No data available, although the team's president reports that women develop an understanding of contraception</i></p> <p>8. After 18 months, 20 women know how to read and write <i>Literacy has not been a part of the CVTS program since 2009, when the program split with The Meg Foundation</i></p>			
<p>Invincible Vision 2020</p>	<p>An issue study is currently underway to evaluate if this project has met its agreed-upon social indicators. Attainment of social indicators set in 2008:</p> <p>1. Train at least 1000 illiterate women to read and write in 1st year <i>1000 seems to have been an unreasonable goal. That was the number of women that local authorities reported as being illiterate in the community; however, not all of them wanted or were able to complete the program. 547 women were originally enrolled in the first year, and at the end of the year, 426 were in the program. In the most concrete measurement, 56 of 426 (13%) women graduated in the first year, meaning that they passed the advanced level test on reading, writing, and math. However, many more women learned to read, write, and do math. They either did not pass the final advanced exam (but could have still moved up from beginner to intermediate, or even to the advanced level) or did not sit for the exam. Some people are satisfied with the amount they have learned even if they do not pass the exam, and others re-enroll the next year. The team's president says that 75% of women were able to read, write, and do math after 1 year, although the hard data available does not demonstrate such a figure</i></p> <p>2. Teach at least 1000 women math and accounting skills <i>See above; 56 graduated from the advanced level program, 426 learned math and accounting skills in the first year</i></p> <p>3. Conduct trainings on women's rights and laws protecting the family</p>	<p>1/5 (20%) or 2/5 (40%) but major progress toward all of them. This percentage is more reflective of the team's difficulty setting measurable and attainable goals than it is of their social impact, which is consider-</p>	<p>4</p>	<p>869 students taught over 3 years</p>

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	<p><i>ACCOMPLISHED: On the team's follow-up issue study in 2009, 50% of women self-reported (although this is not the most accurate method of measurement) as knowing their rights and family laws.</i></p> <p>Social indicators set for second grant in 2010:</p> <ol style="list-style-type: none"> 1. After 1 year, 75% (170) women will have enough knowledge in reading, writing, and accounting, as measured by an exam <i>In 2010, 217 women were enrolled in the program. 61 out of these 217 (28%) graduated in 2010. But again, this is the number of women who passed the most advanced exam, and does not count the progress of the other 156 participants who still gained significant knowledge on each of these topics, or who may have passed the test in reading and writing but did not pass the accounting part. Many of these women will re-enroll next year</i> 2. 50% (or 113) of the women are able to read the newspaper after one year <i>The President says that this was achieved, although the team does not seem to have a concrete measurement for it</i> <p>These next goals are longer term and progress toward them will be measured by the team's current issue study:</p> <ol style="list-style-type: none"> 3. After 2 years, 40% of women have opened bank accounts and have taken micro-credit loans <i>The team's president reports that so far, 20% of women have opened bank accounts, so they are on track toward this goal. It does not seem that they are so far on track to having 40% take out micro-credit loans, but this seems to be a very hopeful objective</i> 4. After 2 years, 70% of women are economically independent, and can perform financial tasks on their own without help <i>The team is teaching women to make handicrafts. The challenge has been finding a market to sell them, although they have had some success by selling them to an upscale craft store in town</i> 5. After 2 years, 75% of the women are able to approach the local authorities and police to report violations of the rights of other women <i>Will be measured by the upcoming issue study</i> 6. After 2 years, 50% of the women participate in local government in some capacity <i>Will be measured by the upcoming issue study</i> 	able.		
Achieving a Better Life	<p>From January 2010 grant:</p> <ol style="list-style-type: none"> 1. 85% of the target population will participate in the discussions after the theater and understands the primary message 	Unable to measure progress on	4	~26,000 (Reached over 25,000)

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	<p><i>It appears that this goal has been met, but no solid data to corroborate</i></p> <p>2. After 6 months, there will be an 80% reduction in physical violence and fighting within the target population <i>Not accomplished to this scale. In the town of Gisozi, there was a reduction noticed, but it was <10% from 2009 to 2010</i></p> <p>3. 75% of the children who ran away decide to come back home <i>This question not asked on issue study</i></p> <p>4. After 6 months, 85% decrease in husbands who go out to find prostitutes <i>This question not asked on issue study</i></p> <p>5. After 1 year, 85% of couples who were separated are together <i>This question not asked on issue study</i></p> <p>6. After 1 year, 90% of women say that their psychological wellbeing has improved <i>This question not asked on issue study</i></p> <p>7. 95% of couples decide to use family planning <i>This question not asked on issue study</i></p> <p>The team's issue study found that from 2008-2009, the percent of respondents who said that they were overworked and had infidelity in their relationship decreased. Those who said that people in their community help one another increased. From 2009-2010, the frequency of husbands beating their wives decreased slightly in Gisozi, the only area where comparisons were available. In 2010-2011, this team focused on the production of two DVDs about their social issue; therefore, their focus has shifted slightly from the above goals.</p>	goals		persons with one nationwide radio broadcast alone)
Let Us Build Ourselves	<p>Social indicators set in February 2010 for 2nd grant:</p> <p>1. After 3 months, 20 women will be able to write and read the alphabet <i>At 3 months, 18/20 (90%) of women were able to read and write the alphabet; however the 2 women who were behind remained in the program, caught up, and even became among the best performing students on the later tests</i></p> <p>2. After 6 months, 20 women will be able to read sentences <i>ACCOMPLISHED, as measured by an exam</i></p> <p>3. After 9 months, 20 women will be able to read and write <i>ACCOMPLISHED, as measured by an exam</i></p> <p>4. After 12 months, 20 women will know how to do a business plan and how to create an income-generating project <i>19/20 (95%) of women knew how to create a business plan after 12 months. The idea of helping women to create an income-generating project was changed as Let Us Build Ourselves did not find room in the budget for buying</i></p>	7/9 (78%)	5	60 students

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	<p><i>supplies to help women create income-generating projects. Instead, they focused on giving women the tools to create these projects on their own by teaching them how to write a business plan</i></p> <p>5. After 12 months, 70% of participants will no longer be under-estimated by their husbands and will be able to participate or share the responsibilities of their family households <i>ACCOMPLISHED: 85% of participants have met this measurement. It is unclear what measure this group used to measure under-estimation or lack of it by their husbands, as they have not kept the raw data from their survey; nevertheless, progress does seem to have been made toward this goal.</i></p> <p>7. After 12 months, 70% of women and girls will go to school because their parents will change their minds in choosing which children to send to school <i>ACCOMPLISHED: Before classes began, 12/32 (38%) of students' girls were registered for school; after, 25/32 (78%) of students' girls were registered for school.</i></p> <p>8. After 12 months, 50% of women will participate in local government and 8% will run for office <i>ACCOMPLISHED: 83% attended local meetings and 4/20 (20%) were elected for administrative office positions.</i></p> <p>9. After 12 months, 75% of women will have knowledge about women's rights <i>ACCOMPLISHED. 18/20 (90%) of women reported having knowledge of women's rights.</i></p> <p>10. After 12 months, 60% of women will open bank accounts <i>ACCOMPLISHED. 70% of women opened bank accounts.</i></p> <p><i>7 out of 9 of LUBO's goals were accomplished from February 2010-February 2011. Out of the two goals that were not accomplished, one was a 3-month progress goal which was accomplished by 6 months, and the other was not accomplished due to a change in operation plans. There are some concerns with the collection and reporting of data: although the report did summarize questions asked in a coherent and concise way, it was not done in a way that addressed these social indicators (eg. the social indicator was that 75% of women would have knowledge about women's rights, but the report instead indicated the number of women who could vote by themselves and who were confident to approach someone when they needed a service). The team's president reported on gaps in this data from memory. This kind of reporting is not 100% reliable; however, it does seem as if the president is intimately familiar with the progress of Let Us Build Ourselves students.</i></p>			
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<p>Think About the Young Girls</p>	<p>February 2010 grant social indicators:</p> <ol style="list-style-type: none"> 1. All girls students of Byimana Primary School will have enough sanitation facilities, bathroom and latrines to meet their needs <i>ACCOMPLISHED: The team built latrines for girls only, a shower room for girls, and a "resting room" for girls who were sick or needed supplies during their menstruation period</i> 2. 510 out-of-school youth and students will understand about reproductive health <i>ACCOMPLISHED: The team leaders report that they have trained this many youth on the topic of reproductive health</i> 3. The number of unwanted pregnancies, rape and violence will be reduced <i>ACCOMPLISHED: In the last year, there was only one unwanted pregnancy of all students at this school. According to the team leaders, this girl had moved from another sector, so she had not actually received their team's training.</i> 4. The number of girls attending school during menstruation will increase from 60% to 90% <i>ACCOMPLISHED: According to the team's 2011 issue study, girls no longer miss school due to their periods. Also, team leaders report that teachers would check in with girls who missed school and ask them the cause of their absence, and that menstruation has not been the cause of girls' absences at all this past year</i> 5. The number of girls passing national exams will increase from 56% to 65% <i>ACCOMPLISHED: Results of the performance of girls at G.S BYIMANA on their national exams were as follows: in 2008, 10 girls passed out of 68 = 14.7%. In 2009, 38 girls passed out of 50 = 76%. And in 2010, 83 girls passed out of 95 = 87.4%</i> 	<p>100%</p>	<p>5</p>	<p>~600 students, out-of-school youth, and parents</p>
<p>Have A Good Life</p>	<ol style="list-style-type: none"> 1. Install water access point and provide clean water for 200 families <i>ACCOMPLISHED: This team's water access point serves clean water to approximately 150-200 families.</i> 2. Visit 10 vulnerable women-headed households and help them clean <i>ACCOMPLISHED: This team talked to households about hygiene and strategies for cleaning</i> 3. Sensitize 200 people on hygiene and human rights <i>ACCOMPLISHED: This team led a training for 200 people</i> 4. Buy Mutuelle (health insurance) for 20 vulnerable women <i>ACCOMPLISHED, with the help of a partnering organization</i> 	<p>100%</p>	<p>4</p>	<p>150-200 people come to the water point per day, so probably between 750-1200 people total</p>

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Light In Our Home	<p>The team's baseline issue study was completed in November 2010, so they are not yet at a place where they will repeat their baseline issue study. This team has trained 200 people. However, they are unsure of the impact that they have made because it is difficult to measure the impact the people that they have trained are having on their communities. Right now Light In Our Home does not have a formal way of following up with people they have trained, but they recognize the need to work on this.</p> <p>The social indicators set by this team in March 2010 were:</p> <ol style="list-style-type: none"> 1. Every umudugudu (neighborhood) will hold a discussion about gender-based violence during umuganda (community day) <i>ACCOMPLISHED: 127 umudugudus in the Ruhango sector held a discussion about gender-based violence during the monthly community day</i> 2. The number of men punished for sexual and physical violence will increase to 40% <i>PROGRESS: The team's president is not sure of the exact percentage, but she thinks that through community policing, the number of men punished has increased</i> 3. Cases of domestic violence will decrease from 50% to 25% <i>PROGRESS. The team does not have the statistics on this yet, but they plan to ask this on their follow-up issue study</i> 4. 50% of communities de base will organize prayer days to fight violence against women <i>PROGRESS: The team did not so much support communities to organize prayer days as they have introduced the topic of gender-based violence in one particular church where people from all over the country go once a month. Because of the wide reach of this church's audience, it can be seen as nearly comparable to reaching every community in the team's target areas</i> 5. The number of women who participate in weaving and other group activities will increase from 60% to 80% <i>PROGRESS: The team's president thinks that if violence decreases, women will look for ways to improve themselves. The team has identified a house in the district, which will train women from 7 sectors (comparable to counties) on handicrafts. However, they have no statistics yet on the number of women participating in group activities</i> 	1/5 (20%) accomplished, with progress on all the others (this team is not yet at a point to do a follow-up on its issue study, so its progress is harder to measure)	3	Trained 200 women - not sure what impact those women have had, but probably reached over 1000 women
Construct the Family	It is too early for this team to conduct a follow-up issue study, so I discussed with them their progress towards their set social indicators.	On track to complete	3	15 domestic workers,

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	<p>After 6 months (it has been 4 months of training at time of interviews):</p> <ol style="list-style-type: none"> 1. At least 50% of the women will have knowledge about women's rights and know how to claim their rights <i>Maybe. All of the women have some knowledge of women's rights through trainings or conversations with the team members. 5 of 15 students are now seeking legal marriages.</i> 2. 3 out of those women will run for office <i>None have run for office so far, but they are now able to participate in umudugudu (neighborhood) meetings; moreover, the elections were in February, when the team was just starting its operations</i> 3. 50% of domestic workers will be able to sell the clothes they make and leave abusive domestic jobs <i>Those students who attend class regularly (about 5-10 out of 15) are on track to hit this metric, but due to an attendance problem (see below) they may not meet this metric at 6 months</i> 4. Domestic violence will decrease by 20% among participants <i>The team suspects through their conversations with and home visits to women that this reduction is greater than 20%</i> 5. 10 out of 15 men trained will change their minds and respect their wives <i>The team leaders think they are on track for this goal, as represented by 5 men who have already agreed to seek legal marriages with their wife</i> <p>After 12 months:</p> <ol style="list-style-type: none"> 1. The association of domestic workers will successfully conduct advocacy for domestic workers' rights <i>The team realized that an association of domestic workers was already in existence, and they have started a collaboration with this existing organization instead of starting a new one</i> 2. The association of domestic workers will have at least 50 members in the association <i>No, see above</i> <p>The team enrolled 15 women instead of the 30 they had originally envisioned, and less than 10 of these women attend class regularly.</p>	<p>about 4/5 (80%) by month 6, although may not be able to measure each one</p>		<p>plus their families and employers</p>
AVERAGE SOCIAL IMPACT SCORE			4.0	
TOTAL ESTIMATED SOCIAL IMPACT				Approx. 32,500
<p>Note that the remainder of teams have not yet completed the funding phase and thus are not at the point of measuring social impact.</p>				

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Root Level Impact

Global Grassroots' emphasis on the root level of social issues is reflected in the work carried out by its social ventures. Funded ventures take a multi-layered approach to accessing their target population, usually through a combination of education and service delivery. Each project works not only symptomatically with the social issue, but also systematically by opening up dialogue and awareness of the underlying issues leading to the problem. Although the approaches of ventures vary, every one purposefully seeks to address what they have diagnosed to be the root causes of a social issue affecting women in their community.

Measuring Impact

One of the greatest challenges for teams is measuring social impact. Determining impact is a process that demands analytical skill, which may be underdeveloped in participants with limited education. During the program development phase, Global Grassroots supports teams to set objectives and metrics. Some of these objectives show weakness in that they are overly lofty or difficult to measure. More often, however, the problem is not with the objectives themselves but with a lack of follow-through in measuring them. For instance, Achieving a Better Life has reached approximately 26,000 people through the national broadcast of its theaters on the issue of domestic violence. Still, this team is not able to measure whether or not it has accomplished its objectives because its issue study did not address its chosen goals, such as whether separated couples have reunited or whether children who have run away from home have returned. Another team has not administered follow-up program surveys or kept track of participant progress over the last two years, and is therefore unable to measure its social impact. One newer program focused on education about domestic violence does not have a consistent way of following up on their progress in the communities in which it works. These gaps represent areas where Global Grassroots could better support teams to both set achievable and measurable objectives and consistently follow through on the measurement of those goals.

Where teams have set valuable objectives and effectively measured them, their success is remarkable. Hard Workers, for instance, has delivered clean water to over 800 individuals in the community where they work and are currently expanding to serve another 2000. Every woman who participated in the Let Us Build Ourselves literacy classes successfully learned how to read and write. And after educating students and community members about human reproduction, building separate latrines and shower facilities for girls, and providing sanitary supplies and a resting place at school for girls who are menstruating, national exam performance of girls at a school in Byimana where Think About The Young Girls works skyrocketed from 14.7 percent of girls passing in 2008 to 87.4 percent of girls passing in 2010. Global Grassroots-funded programs are having a significant impact at the root level of social issues of gender-based violence, clean water access, literacy, and vocational skills of women in Rwanda.

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5. ***Venture teams will have applied their social venture skills to solve new community issues and/or replicated their work, maintained their commitment to personal transformation practice, and passed along skills, tools or practices to others within their communities, within 1 year of beginning operations.***

Methods of measurement:

- a. Answers to questions from interviews with teams about application of social venture skills and use of personal consciousness practices
- b. Calculate percentages for those teams which report that they:
 - i. Apply their social ventures skills to solve new community issues
 - ii. Replicate their work
 - iii. Teach these skills to others
 - iv. Maintain commitment to personal transformation practice
 - v. Pass along personal transformation skills, tools, or practices
- c. Evaluate the questions on the Global Grassroots baseline assessment regarding personal practices
- d. Note: As this objective is new and has never been measured before, the clause “within 1 year of beginning operations,” will be removed for purposes of this analysis, and applications of social venture skills or personal transformation practices at any point of operations will be examined.

Social venture skills

Every team interviewed found the social venture skills learned from the Global Grassroots Academy for Conscious Change to be useful (please refer to pages 5-6 for information on social venture skills taught). Twenty teams (active and either in the operations or development phase) were asked about the use of their social venture skills beyond what they had originally envisioned for their project (there are twenty-one active programs, but the people interviewed for one program were not the team members trained at the Global Grassroots Academy). Of those twenty teams, eighteen, or 90 percent, report applying their social venture skills in a way other than they had originally envisioned for their project or teaching these skills to others. The two remaining teams express a wish to expand their programs or teach their skills to others in the future but are still in the development of their program.

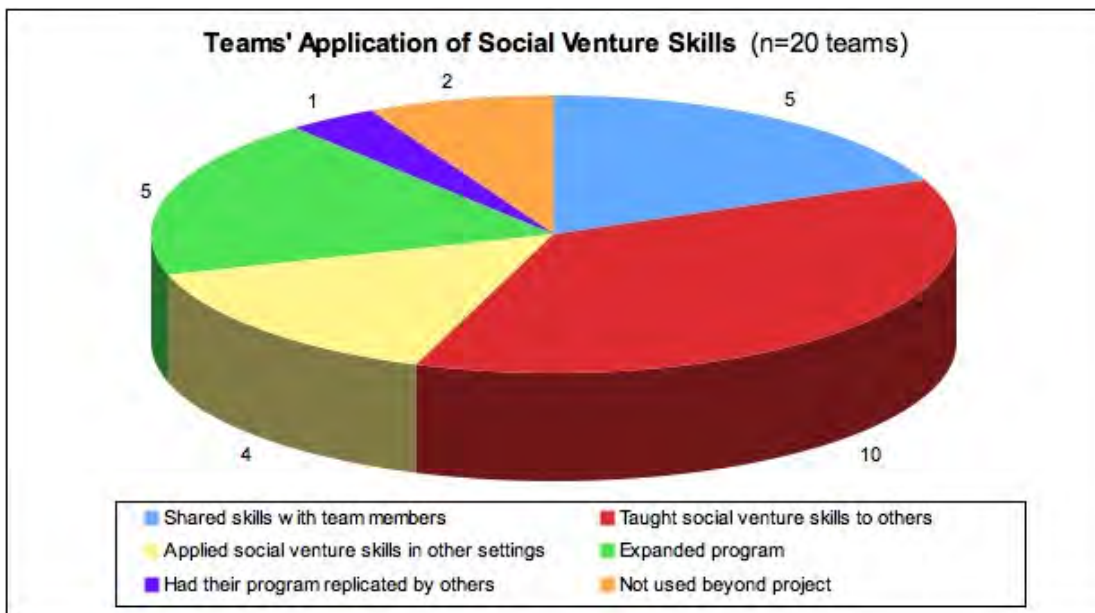
Team leaders’ answers to the question of whether and how they have used their social venture skills beyond their original idea for their program were categorized into five different types of answers: shared social venture skills with team members, taught social venture skills to others, applied social venture skills in other settings, expanded program, and had their program replicated by others. It is possible that more teams shared these skills with other team members but did not state that in their response.

Many individuals reported teaching the social venture skills they learned to others in both formal and informal settings: team leaders from two programs have co-led an informal course to associations on the application of social venture skills to their work; others say they have shared skills such as analyzing issues with a problem tree,

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bookkeeping, and budgeting with family, friends, non-profit associations, and peers at conferences. Some team leaders apply skills learned through the Academy for Conscious Change in other aspects of their lives, such as in their professions, studies, and personal lives. Another program, Invincible Vision 2020, has had its literacy program replicated in part by surrounding districts, and its creative resourcing ideas have also been imitated by others in the community.

Over time, teams have expanded their operations in both subtle and sizeable ways. The Think About The Young Girls team has continually identified issues affecting girls in the community and expanded their program activities to help girls in additional ways. This is evident in their creation of a “resting room” at the school where girls during menstruation can lie down, access sanitation supplies, and borrow an extra skirt. Hard Workers is the first team to replicate its program activities, using a second grant to expand their clean water operations to three new water access points.



Personal consciousness practices

Team leaders were interviewed about their commitment to and sharing of personal consciousness practices taught by Global Grassroots (please refer to pages 4-5 for information on personal consciousness practices taught). Team leaders from every team report finding the personal practices taught by Global Grassroots useful, most commonly naming breathwork as a Global Grassroots practice used in their daily lives. On the Global Grassroots questionnaire, 87 percent of respondents report using personal practices one or more times per week and 56 percent of respondents report using them 3 or more times per week. Moreover, these practices do not stop with Global Grassroots participants: 84 percent of teams have leaders who have shared personal consciousness practices taught by Global Grassroots with others, from team members to family members to beneficiaries. Kind People, a program in development, has been inspired by Global Grassroots to teach personal consciousness practices as a part of their domestic violence trainings in their community.

EVALUATION OF PROGRAM EFFICACY AND IMPACT

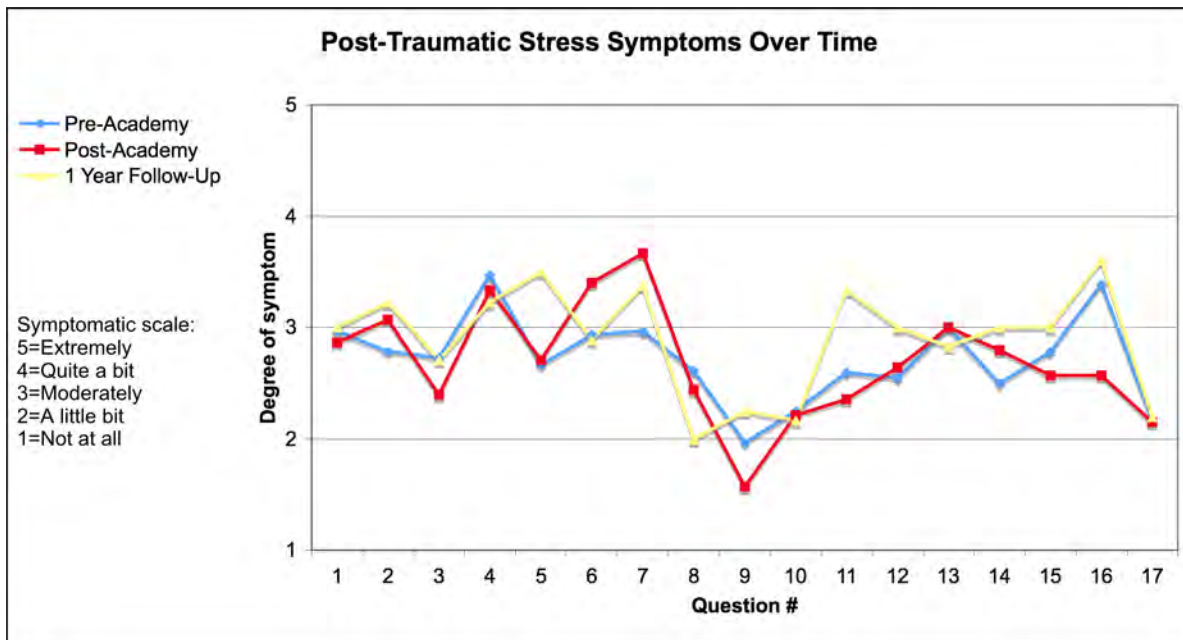
A. INDIVIDUAL LEVEL IMPACT

At the most micro level, Global Grassroots seeks to impact the individual by effecting change in participants' symptoms of post-traumatic stress, wellbeing, sense of power and confidence, use of consciousness skills and proficiency of non-profit management. Individual impact is measured in this impact evaluation through the Global Grassroots questionnaire, PTSD survey (for 2010 training program participants only), and interviews with teams.

Recap of post-traumatic stress symptoms, wellbeing, and use of skills

(Please refer to pages 14-17 for more analysis of wellbeing and PTSD symptoms and to pages 29-30 for use of personal consciousness and social venture skills.)

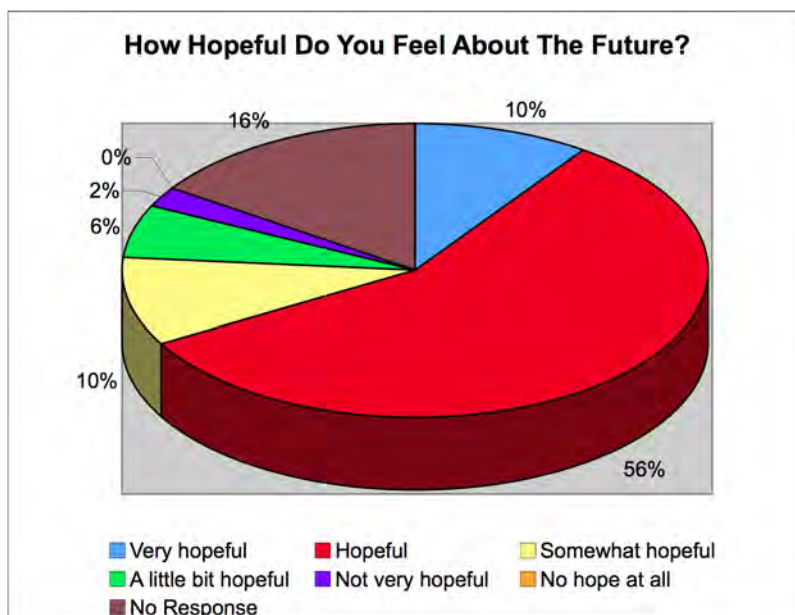
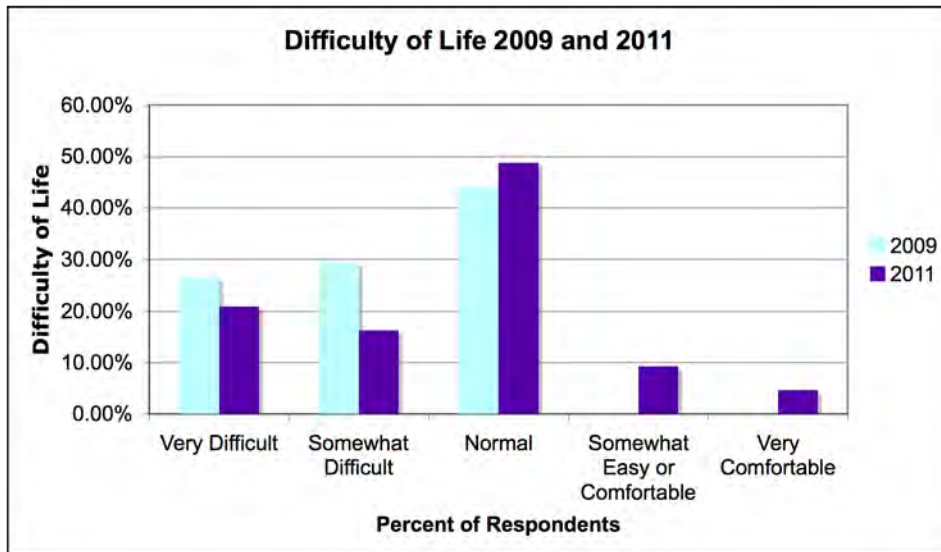
Global Grassroots administered a PCL-17 survey (Appendix B) for the first time to the 2010 training program participants; the survey was given at the start of and at the conclusion of the Academy as well as one year later. There are no noticeable reductions in post-traumatic stress symptoms as measured by the PCL-17 survey from the time participants entered the Academy to one year later. Although one symptom, "trouble remembering important parts of a stressful experience," decreased by 22.22 percent, other symptoms actually increased slightly over time.



Drawbacks of the use of the PCL-17 survey in with Academy participants in Rwanda include cultural differences in the concept of post-traumatic stress as well as measurement of such stress with a numeric rating and paper-based survey. The administration of the surveys during the impact assessment process had considerable limitations, as well, including a small sample size and the possibility of slanted data due to collaboration of participants.

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More follow up is needed to determine whether the Global Grassroots Academy for Conscious Change has an impact on participants' post-traumatic stress. Participants respond positively to the personal consciousness practices taught by Global Grassroots: on the Global Grassroots questionnaire, 68 percent of respondents rate the personal practices as "very useful," 30 percent as "useful," and 2 percent as "somewhat useful" (with no respondents selecting "not very useful" or "not useful at all"). The personal practices which participants reported as most helpful to them include breathwork (deep breathing practices), yoga, and the consciousness practice of thinking deeply before reacting. However, data from the PTSD survey does not indicate that use of these largely helpful personal practices thus far translates to fewer traumatic symptoms. If future data continues to be inconclusive, Global Grassroots should perhaps consider whether its trauma-related programming in Rwanda might be not suitable topically, not of an appropriate intensity, or simply not effective with its target population.



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Results from the Global Grassroots questionnaires in 2009 and 2011 show an improvement over time in all measurements of wellbeing. The number of participants' children staying home from school because of an inability to afford school decreased by 62 percent. A comparison of results from the two surveys also indicates a significant decrease in perceived difficulty of life over time. Most respondents, as before, rate their difficulty of life as normal, but fewer respondents selected "very difficult" and "somewhat difficult," whereas more respondents selected "somewhat easy or comfortable" and "very comfortable," two selections that had not been chosen at all in 2009. Despite approximately one third of respondents expressing that they perceived life to be difficult, they are remarkably hopeful about the future. In fact, of the 9 respondents selecting "very difficult," 5 are hopeful and one is very hopeful about the future.

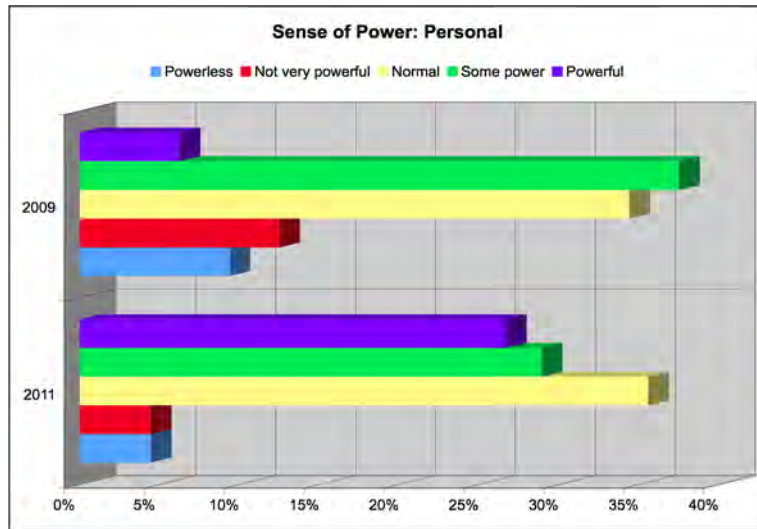
65 percent of respondents to the Global Grassroots questionnaire notice a change in economic status from the time they began their social change program. This indicates that change agents may be experiencing an increase in economic wellbeing directly or indirectly as a result of their social change program. This finding is of particular interest because most team leaders do not take a salary from their program. Nevertheless, participants may be benefiting from their emergence as leaders in their communities and the social capital and opportunities that have come as a result of their work on their social change program. One team leader, for example, credits her experience with her social change program as a catalyst for being elected as a local official.

Sense of power

From 2009 to 2011, participants have felt an elevated sense of power in terms of the individual, family, and community. As the graphs below show, this shift in participants' senses of power represented a reduced number of participants who feel "powerless" or "not very powerful," while increasing the number of participants who feel "normal power" and "powerful." This increasing sense of power substantiates Global Grassroots' principle that women are key untapped agents of social change who can be supported to realize their own inherent sense of wisdom and power.

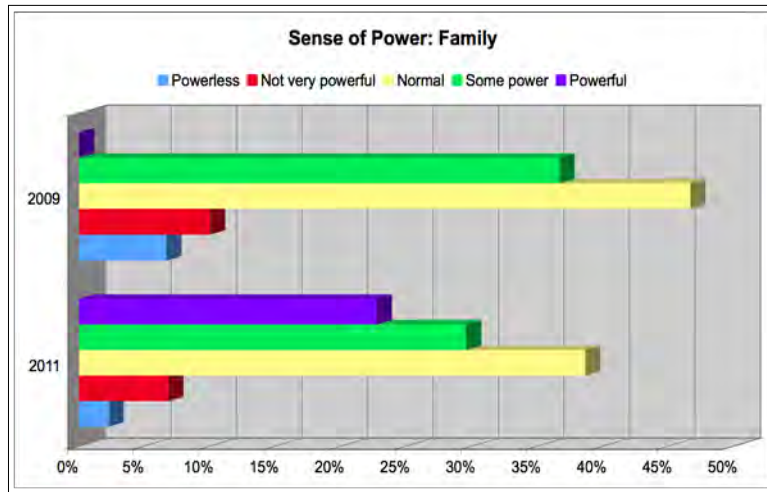
This sense of power extends to the family and the community. Whereas no respondent felt powerful within their family in 2009, 22.73 percent of respondents in 2011 feel powerful. While the number of respondents who feel powerful in their community did not increase from 2009 to 2011, respondents no longer felt powerless and significantly more felt normal power or some power. Additionally, the number of respondents who say they have run for office increased slightly from 61.76 percent to 65.22 percent. Those who say they speak out about problems in their community increased slightly from 94.12 percent to 95.65 percent. These last two statistics show an impressive participation of Academy graduates in their local communities. This slight increase over time may be due to increased confidence from Global Grassroots programming, but it is also likely that individuals who participate in Global Grassroots programming are already community advocates.

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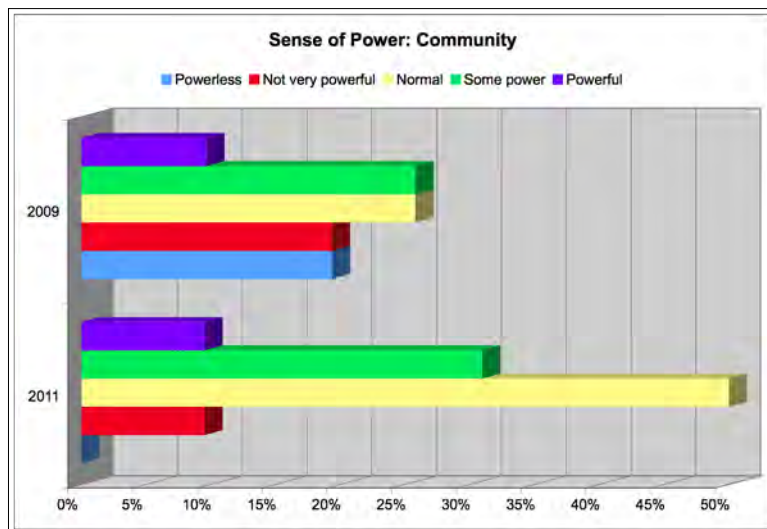
Anecdotal evidence

When some team members were asked the question, “How has Global Grassroots impacted you?”, most individuals responded by highlighting the utility of the social venture skills they learned from the Academy for Conscious Change. Said one team leader, “Global Grassroots has had a positive impact upon me. They gave us training for how we can solve social issues. We use the root cause problem tree to solve the problem.”



Participants were grateful for the tools for social and personal transformation they had learned. One team member spoke of the impact of both personal and social transformation training upon her in this way:

Before, women did not know their rights, but now they do. I have found the personal transformation exercises...to be very effective. I have practiced these practices at home and I plan to share them with others. I have also learned about inheritance laws, legal marriage, and more. I have learned so much that I could write a book.

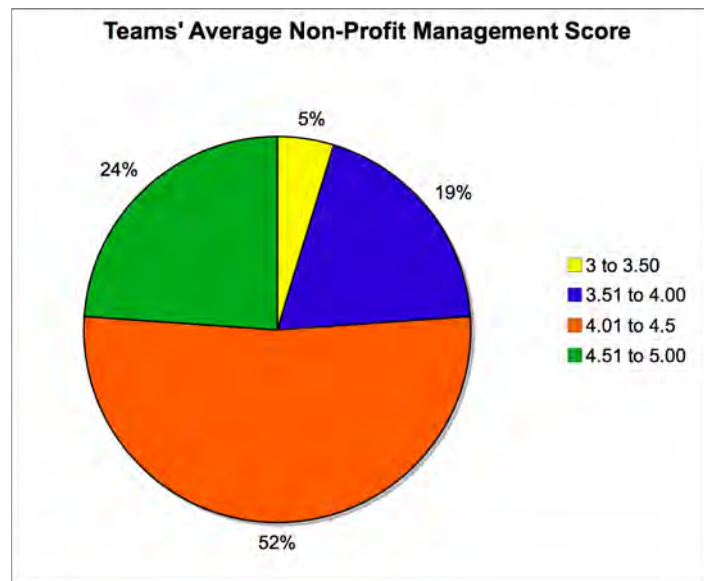


B. ORGANIZATIONAL LEVEL IMPACT

The second level at which Global Grassroots seeks to have an impact is an organizational one, in terms of each newly launched civil society organization's understanding of skills taught in the Global Grassroots Academy for Conscious Change and the ability to apply them in the design and operation of their venture, including sustainability. Organizational impact is measured in this impact evaluation through the Non-Profit Management Scorecard, interviews with teams, and interviews with beneficiaries.

Non-Profit Management Skills

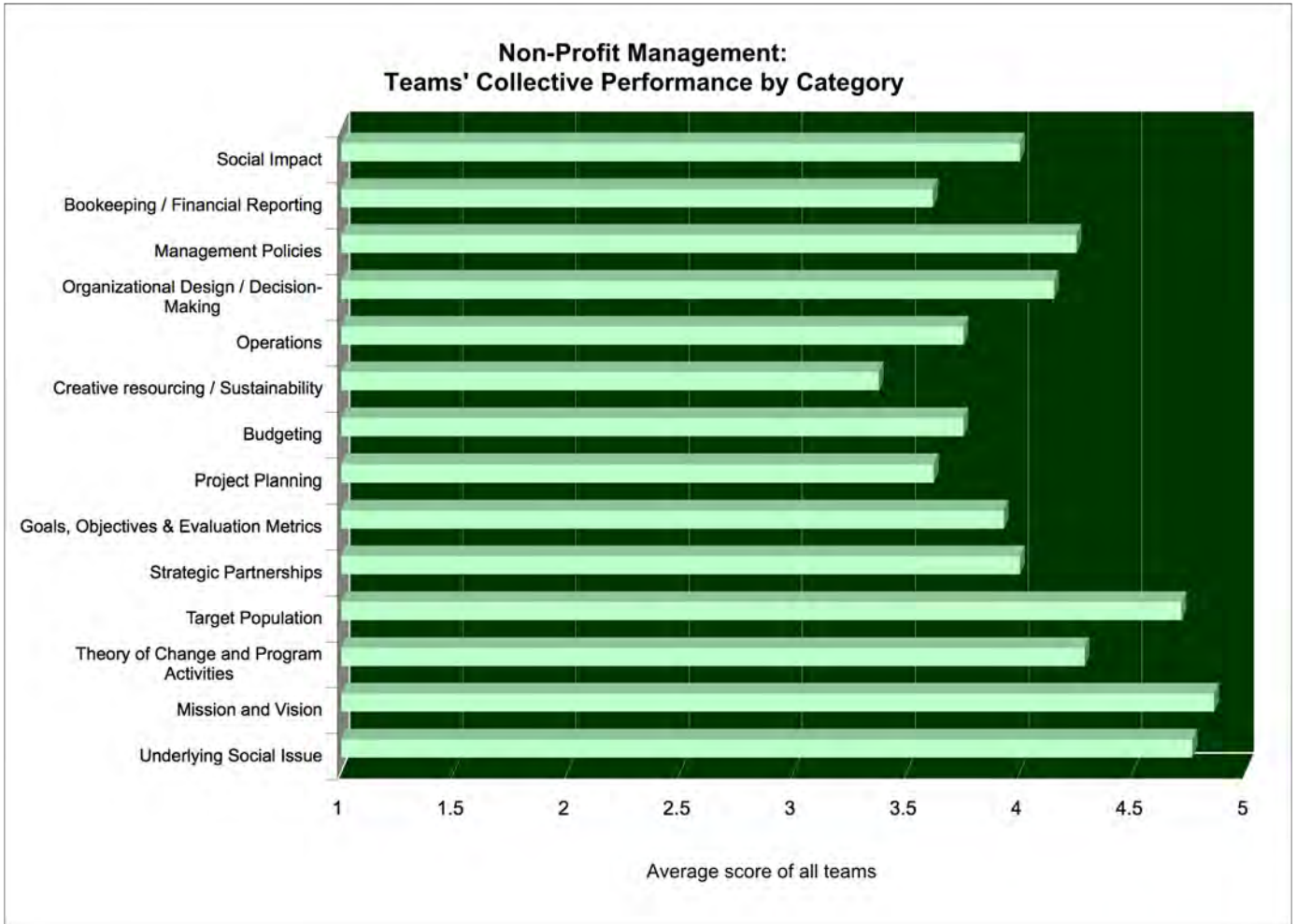
Based upon interviews with team leaders and beneficiaries as well as a review of bookkeeping, budgets, quarterly reports, and issue studies, each team was rated on a scale of 1-5 over fourteen categories measuring their non-profit management skills. An analysis of the trends and salient points is included here in an effort to assess the organizational-level impact of Global Grassroots.



The average Non-Profit Management Score among the twenty-one currently operating and developing social ventures is 4.20 (out of a possible 5). 76 percent of teams scored above a 4, which is the benchmark by which Global Grassroots, when it does its internal check of teams before their launch, deems a program suitable for self-sufficiency (see the complete criteria guiding the Non-Profit Management Scorecard in Appendix C). The remainder of teams scored between a 3.50 and 4.00, with the exception of one team, which scored a 3.07. Therefore, most teams were operating with appropriate application of management skills.

The categories in which teams on the whole scored the highest were Mission and Vision (average score 4.86), Underlying Social Issue (4.76), and Target Population (4.71). These categories represent “softer skills” that lie at the root of the venture. The emphasis that Global Grassroots puts on mission, vision, social issue, and root causes of the social issue in its Academy for Conscious Change is readily apparent in the visionary success of these social ventures. The organization's analysis of the root causes of the problem and how to address them is one of its program's most important assets.

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Conversely, areas to target for improvement are highlighted by the categories in which Global Grassroots-funded ventures scored the lowest: Creative Resourcing/Sustainability (3.38), Project Planning (3.62), Bookkeeping/Financial Reporting (3.62), Budgeting (3.75), and Operations (3.75). These areas represent more concrete business skills; some of these, such as project planning, are culturally unfamiliar to Rwandan participants, while others, like bookkeeping and budgeting, may be particularly difficult for undereducated persons. Financial sustainability is an area of difficulty for most non-profit organizations, so it is not surprising that teams have trouble covering their operating costs; however, this is a crucial element to success of a non-profit organization, and teams could be more fully implementing resourcing strategies. Budgeting, bookkeeping, and creative resourcing cannot be adequately taught to undereducated populations in a period of eight training hours. Global Grassroots continues to support teams to hone these skills during the proposal development process, but not enough time is devoted to this continuing education. Therefore, Global Grassroots should either extend the time during the Academy devoted to these topics, or should increase the amount of time it devotes to supporting individual teams with budgeting, bookkeeping, and creative resourcing during the development and funding phases of the program.

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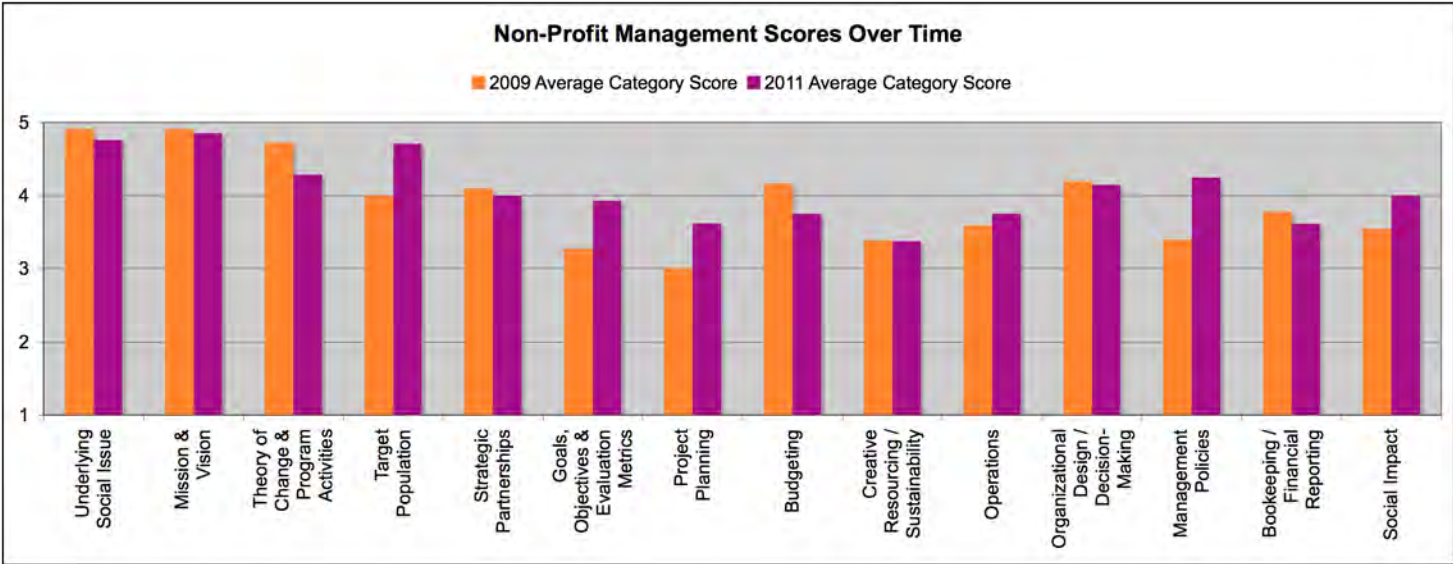
Non-Profit Management Scorecard

	Hard Workers	CNTS	Invincible Vision 2020	Achieving a Better Life	Let Us Build Ourselves	Think About the Young Girls	Have A Good Life	Light In Our Home	APPROFER	Construct the Family	Relax	Have Pity and Compassion	LUBO: Kanombe	Kind People	United People	A Friend Indeed	Education for Young Girls	HRD	Compassion	People of the Same	People of Love	Perseverance	Average Category Score	Median Category Score	
Underlying Social Issue	5	5	5	5	4	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	4	3	4.76	5	
Mission and Vision	5	5	5	5	5	4	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	4	4.86	5
Theory of Change and Program Activities	5	3	5	4	5	4	4	4	5	3	5	5	4	5	5	4	5	4	5	4	4	2	4.29	4	
Target Population	5	4	4	4	5	5	5	5	5	4	5	5	5	5	5	5	5	4	4	5	5	5	4.71	5	
Strategic Partnerships	4	2	5	3	5	5	4	5	2	3	4	4	4	5	4	4	5	4	4	4	4	4	4.00	4	
Goals, Objectives & Evaluation Metrics	4	3	4	4	4	4	3	3	4	4	5	4	5							4			3.93	4	
Project Planning	4	3	5	3	4	3	5	4	3	3	5	3	4	4	4	3	4	3	3	3	3	3	3.62	3	
Budgeting	3	3	4	4	5	4	3	5	3	4	3	2	5							4	4	4	3.75	4	
Creative resourcing / Sustainability	4	3	4	2	4	2	4			4													3.38	4	
Operations	5	2	4	3	5	4	4			3													3.75	4	
Organizational Design / Decision-Making	4	3	4	4	5	4	4	4	4	5	4	4	5		4	4	5	4	4	5	3	3	4.15	4	
Management Policies	5	2	5	4	5	5	5	3	5	5	3	3	5		5	5	3	5	4	4	4	4	4.25	5	
Bookkeeping / Financial Reporting	3	2	2	3	4	4	4	4	4	4	4	4	5										3.62	4	
Social Impact	5	3	5	4	5	4	4	3		3													4.00	4	
Team's Average Score	4.36	3.07	4.36	3.71	4.64	4.07	4.21	4.17	4.09	3.79	4.36	4.00	4.73	4.83	4.63	4.38	4.63	4.25	4.22	4.20	3.56	4.20	4.21		
Team's Sustainability Score	3.75	2.5	3.5	3	4.5	3.5	3.75	n/a	n/a	3.75	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	3.62	4	

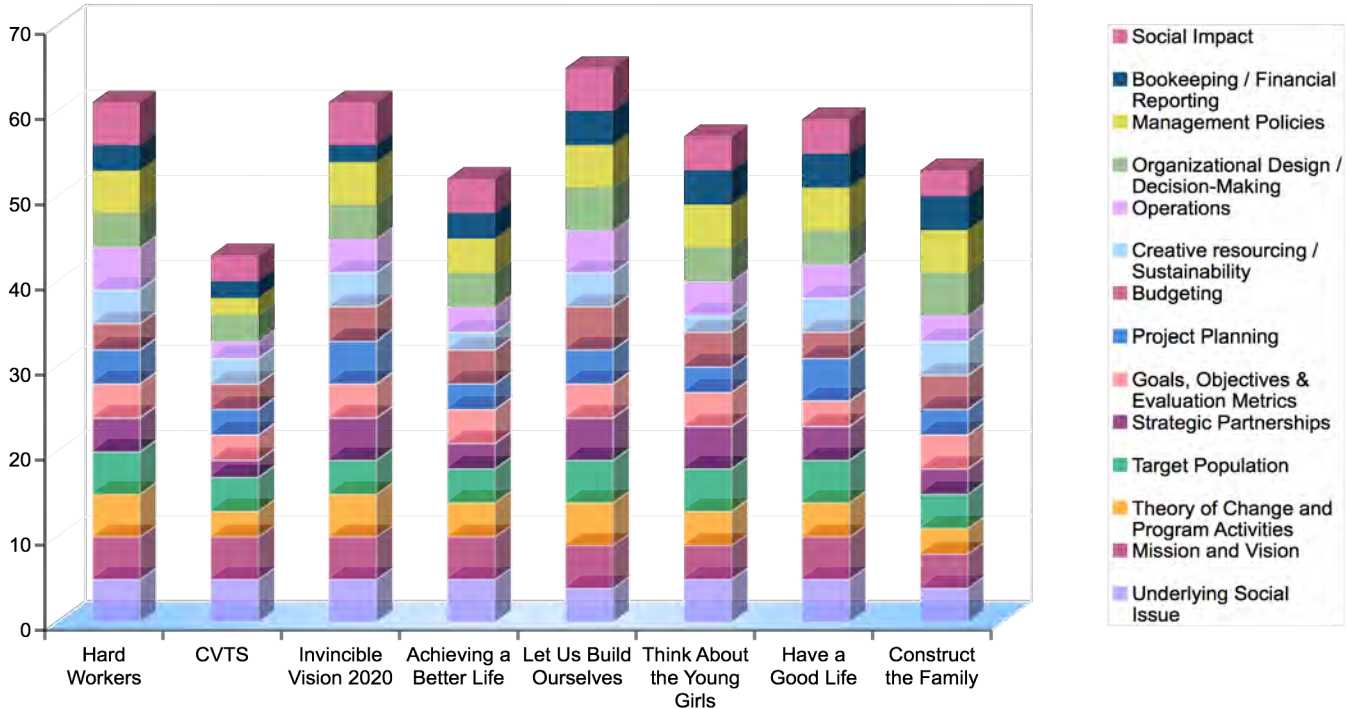
See Appendix C for numerical criteria by category.

Note that teams in the development phase, as well as a few teams still in the start-up funding phase of operations, could not be measured by certain criteria measuring long-term operations.

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Non-Profit Management Skills by Team



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It is also fruitful to look at Non-Profit Management Scores given in 2009 as compared to scores given in 2011. This comparison is limited in three ways: first, the interviews were conducted and scores given by two different evaluators, each with her own biases; second, it provides at this point only two points of comparison; and third, the criteria governing the 1-5 scale were revised in 2011 at the request of the author, making quantitative comparisons from 2009 to 2011 challenging. With these limitations in mind, general comparison of scores over time remains a useful way to assess change and trends in non-profit management skills among Global Grassroots teams. Overall, average scores in many categories were similar. The greatest improvements from 2009 to 2011 were in the areas of Target Population, Goals, Objectives, and Evaluation Metrics, and Management Policies. In one instance of iteration and improvement over time, Global Grassroots revised its project proposal form to clarify written objectives and evaluation metrics such that objectives must include specifics on how a team will know if it has met its objectives and how it can measure this success. As a result, teams' goals, objectives, and metrics are clearer, and they are more easily able to evaluate their own progress and social impact. In both 2009 and 2011, teams showed weakness in project planning, creative resourcing, and operations, suggesting that Global Grassroots might devote more effort to supporting teams in these specific areas.

Anecdotal Evidence

Interviews with team leaders and beneficiaries were also reflective of a positive impact of Global Grassroots upon the growth and skills of its funded social ventures. One team leader described Global Grassroots as being very helpful in teaching him skills to manage his venture, especially how to keep his books, write reports, and fundraise. The organization's social venture training, he says, has "helped me to think of how I can continuously improve my organization through creative ideas." Other team leaders expressed this same type of gratitude to Global Grassroots for teaching them to think like social entrepreneurs, which is a credit to Global Grassroots' dual focus on the broad principle of conscious change as well as tangible entrepreneurship skills.

C. SOCIAL LEVEL IMPACT

Finally, Global Grassroots seeks to have a social impact on each venture's chosen social issue. Social level impact is measured via teams' issue studies, interviews with beneficiaries, and interviews with teams.

As was previously mentioned, the social impact of Global Grassroots via its trained and funded ventures is approximately 32,500 Rwandans (refer to the social impact chart on pages 21-28 for more detailed information of the social impact of each program). Most teams are able to measure their social impact in some form, and all operating Global Grassroots ventures have visible signs of positive impact on their communities. Some, like Let Us Build Ourselves and Construct the Family, work intensively with their target populations; others, such as Light In Our Home, have more of an indirect but possibly widespread social impact. Certain teams have the potential to expand their social impact, whether through more effectively reaching their target population or by following-up more concretely with their trainees, whom they expect to consequently train others. Global Grassroots should support teams to maximize their potential social impact on one hand, but continue to prioritize self-initiated growth and idea generation on the other. Global Grassroots' strategy of participatory development in fostering the creativity and leveraging the inner knowledge of local persons is its strongest asset and its key to sustainable social impact.

While attempting to count the number of beneficiaries of Global Grassroots-funded social ventures is informative, the truest understanding of social-level impact comes from listening to the voices of people who have been impacted. Here are quotes from beneficiaries of various programs currently in operation, categorized thematically by social issue of focus:

Gender-based violence and women's rights

"If the committee had not been there for me, I could not have managed, because I did not know where to report these issues."

- Beneficiary of *Light In Our Home*, who reported a case of domestic violence to an anti-gender based violence committee established as a result of *Light In Our Home's* training

"Before, we believed that the man has power over the property, and considered him as the head of household. Now, after the training, we learned that property belongs to the whole family, and the family should make decisions together."

- *Have Pity and Compassion* team beneficiary and focal point

Reducing disease and violence associated with lack of access to clean water

"Before, when I walked long distances to fetch water, I would leave my baby at home and my children had to miss school in order to stay home and care for the baby. But now this doesn't have to happen anymore and the child who in secondary school is always attending."

- Beneficiary of *Have a Good Life*

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“Now, my kids are not late to school. My domestic animals have enough water. Life has improved.”

- Beneficiary of *Hard Workers*

Literacy

“Now I know how to read and write. I am educated. I can read signs when I am traveling. I was recently elected to the social affairs office in my umudugudu (neighborhood).”

- Beneficiary of *Invincible Vision 2020*

“Before, when I was selling in the market, if I was selling tomatoes for 30, and the person gave me 100, I used to give him 90 instead of 70. So I lost 20. At the end of the day I would realize that I was in debt, because I couldn’t do the calculations. Now I can do it well. If I make a mistake, and I go to look for that person and say please, I made a mistake, give me my twenty.”

-Beneficiary of *Let Us Build Ourselves*

Vocational skills and health/women’s rights training for vulnerable populations

“I know how to claim my rights and how to help other women to claim their rights, too. This helps me be safe and independent.”

-Beneficiary of *Construct the Family*

Girls’ sanitation and reproductive health

“Boys used to blame girls and spread rumors when they saw blood on girls’ clothes [during their menstruation period]. Now [with the separate latrines and a girls’ resting room] we are safe.”

-Beneficiary of *Think About The Young Girls*

“Now I am able to discuss with my children reproductive health and change of life, and tell them this is normal. I encourage them to share this with me. Before, I was ashamed to talk about it, but now I no longer have that shame and I can advise them about the consequences of their actions. This project has helped me to know my responsibilities as a parent and as a neighbor. We need to support girls and promote a bright future for them.”

-Beneficiary of *Think About The Young Girls*

Please note that due to translation and the use of a note-taking format rather than transcription, the above statements are approximate quotations. A limitation of this qualitative data is that, due to time and accessibility constraints, beneficiaries interviewed were hand-picked by team leaders. Nevertheless, the words of beneficiaries are powerful: their reflection and examples speak to the deep impact of these ventures at the root of the social issue they have chosen to address.

RECOMMENDATIONS

TARGET POPULATION

The target population chosen by Global Grassroots—vulnerable women who have formed teams to address social issues—is a valuable one. By seeking individuals in the nascent stages of becoming social change agents, Global Grassroots is filling a niche untapped by most non-profit organizations. The organization's inclusion of men who are also committed to addressing social issues affecting women has been equally efficacious. The processes by which Global Grassroots selects its participants and administers a brief application are strong.

1. Clarify the purpose of Global Grassroots upfront

Rwandans are surrounded by non-governmental organizations (NGO) and they have many assumptions about what working with an American NGO will be like. Global Grassroots endeavors to explain upfront that it works on programs for the social good and that it will not provide compensation for attending trainings; yet, some individuals still end up expecting Global Grassroots to be something that it is not. Therefore, Global Grassroots should make every effort to clarify its purpose upfront, before individuals even attend the Academy.

2. Select participants interested in socially sustainable issues

Global Grassroots should more clearly center their selection of participants around socially sustainable issues. Occasionally teams have ideas for social change that focus more upon short-term “projects,” such as construction. By urging teams to work on the underlying root causes of the problem, Global Grassroots encourages teams to shift their focus toward social sustainability; yet, they could ensure that participants are willing to work on long-term, socially sustainable programs from as early as the selection process in order to maximize their resources and social impact.

EVALUATION AND MONITORING

Global Grassroots' effort at ongoing evaluation and monitoring is commendable. Below are a few suggestions that could improve the organization's method of monitoring.

1. Global Grassroots Questionnaire

Global Grassroots should continue to perfect its questionnaire so that future training programs and impact assessment follow-ups will be able to make direct comparisons over time. At the same time, the distribution of the survey has limitations in that respondents habitually leave questions blank, which decreases the power of the results. Global Grassroots should consider whether an alternate format might be more effective and culturally appropriate than a written survey of this kind.

2. Individual team assessment

Global Grassroots should support its teams to examine their progress more deeply by using measurable and attainable goals and social indicators. The organization has already made progress by requiring specific and measurable objectives as part

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of its project proposal; however, it should continue to support teams in this area so that every objective can realistically be followed up on in the future.

3. *Participatory development*

Global Grassroots' focus on participatory development is one of its strongest assets, yet this area of participatory development could be applied even more deeply as a tool of monitoring and evaluation. For example, Global Grassroots could pilot a participatory technique to ask graduates and Academy participants about how to make its questionnaire more effective. Additionally, a key Global Grassroots objective is to increase perceived wellbeing by 50 percent; but "wellbeing" is not being defined by the participants. Bringing in participants to improve this measurement is consistent with the Global Grassroots mission and would make the data collected more meaningful.

4. *Advisory Council*

It is commendable that Global Grassroots has recently inaugurated an advisory council, made up of selected team leaders of Global Grassroots-funded ventures. Global Grassroots should continue to use the Advisory Council in an advisement and peer training capacity, building upon its members' wisdom and hands-on experience as social change agents in Rwanda and cultivating these team leaders as models for future Academy participants. Further development is needed to determine what the roles and strategies of the Advisory Council should be.

ACADEMY FOR CONSCIOUS CHANGE

The Academy for Conscious Change has resulted in teams with a solid basis of knowledge for starting a social venture. Feedback from team leaders regarding the Academy is extremely positive, yet there are still enhancements that can be made.

1. *Provide training about target populations*

The Academy for Conscious Change could benefit from adding instruction on analyzing target populations. Although on the whole, most teams work well within their specific target population, one team's effectiveness is hindered by its lack of careful consideration of the specific needs of its target population. The needs of Construct the Family's beneficiaries, primarily domestic workers, have prevented them from being able to attend Construct the Family's tailoring skills and women's rights training programs. As a result, this team's services are not fully taken advantage of, and the program's social impact falls short of its potential. To foster a complete understanding of the people with whom programs are working, Global Grassroots should include a short program about target populations. Teams should be taking their populations' strengths, weaknesses, schedules, and abilities into consideration and incorporating these needs into their programming.

2. *Allocate greater time for the toughest topics*

Among the lowest-scoring categories of non-profit management were entrepreneurship skills such as creative resourcing and sustainability, bookkeeping,

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and budgeting. Budgeting, bookkeeping, and creative resourcing cannot be adequately taught to undereducated populations in a period of eight training hours. Global Grassroots continues to support teams to hone these skills during the proposal development process, but more time should be devoted to this continuing education in order to prepare teams for self-sufficiency in managing their ventures' operations.

3. *Consider an extended Academy schedule*

An alternative to allocating more time in the Academy to certain topics would be to maintain the amount of Academy time, but to extend the Academy over a period of approximately ten weeks instead of condensing it into two weeks. By meeting once per week instead of five times weekly, participants could have the opportunity to meet with their team members and develop their programs in real time, with support from Global Grassroots staff, as opposed to having to recollect every module at a later date. Moreover, this would present an opportunity for personal consciousness exercises to be practiced over a sustained period of time. This extended Academy schedule may not always be preferable or feasible, but it is a strategy worth consideration.

4. *Invite leadership from local participants*

In an effort for Global Grassroots to be as participatory as possible, the organization could invite leadership from local change agents and participants during the Academy. While Global Grassroots has encouraged some participation of local persons in the sharing of stories of social entrepreneurs, it could go even further to create opportunities for local persons to become involved in the Academy for Conscious Change. This could include members of the Advisory Council assisting in Academy operations, graduates of the program coming to share their social venture, or local wellness professionals co-facilitating certain pieces of personal transformation practices and adapting them to local culture.

POST-ACADEMY HIGH-LEVEL ENGAGEMENT

Post-Academy engagement is a key opportunity to reinforce the topics taught in the Academy, as well as to support teams in an advisement and problem-solving facilitation role. As the number of teams trained increases over time, this process becomes increasingly complex and could benefit from more structure and streamlining.

1. *Increase Global Grassroots local staff capacity*

A considerable weakness of the Global Grassroots program is its limited capacity to conduct follow-up with teams during the high-level engagement process. With one part-time Rwandan program manager, two part-time interns, and two American fellows in the past year, Global Grassroots has not had the capacity to provide the deep engagement and support in the local language that it strives to supply. The organization's recent hiring of one full-time program associate is a step in the right direction, but still its capacity to support teams is limited by Global Grassroots' own manpower. This limitation of human resources has had a particularly negative

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impact upon teams in development, a process which has taken over a year for each team to complete and subsequently impacts teams' motivation, momentum, and recollection of skills from the Academy.

2. *Implement structure of monthly workshops and biannual conferences*

In light of Global Grassroots' limited human resource capacity, it would also be wise for the program to implement a structure of monthly workshops and quarterly conferences as more efficient vehicles for high-engagement support to teams. The organization's current system of providing support on a team-by-team basis is still needed, but this individual team support—which requires a large investment of time and transportation costs—would be streamlined. Global Grassroots can use its new office as a focal point of continuous development of social entrepreneurship skills. Monthly workshops could each focus on a key learning point, among them the following areas where there is a particular need:

- Computer skills (Excel, fundraising on the internet, email)
- Fundraising
- Creative resourcing
- Identifying stakeholders
- Bookkeeping
- Managing for-profit schemes within a social venture
- Conducting and analyzing an issue study
- Managing programs having indirect contact with beneficiaries
- Planning for your social venture's future
- Grant-writing

These workshops could be complemented by forums on each broad social issue upon which Global Grassroots ventures are working. For instance, the organization could host a gender-based violence forum at which all teams working on gender-based violence could collaborate on their approaches to this social issue and exchange ideas related to challenges, follow-up after trainings, and sustainability. They could then present salient points from their forum at the next conference.

The Global Grassroots office could also grant team members an opportunity to develop their technological skills by offering one or more computers and a printer for the use of team members as they write financial reports, surf the internet for materials related to their program, and apply for grants.

Biannual conferences present the added value of larger events which can be arranged and led by local staff with the participation of the Advisory Council and other team leaders. These conferences have the purpose of celebrating teams' graduation of the Global Grassroots program, messaging updates or needed skills, encouraging the practice of personal consciousness exercises, and facilitating networking and transmission of knowledge among teams. Attendees of the two conferences conducted during the period of the impact evaluation process were extremely enthusiastic about these opportunities to network and learn.

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3. *Develop network of partnering organizations*

Global Grassroots is not and cannot be an expert at every topic that teams select as their focus. For needed areas of training outside of Global Grassroots' expertise, such as nutrition or property law, the organization should network locally with other organizations which could provide trainings or support to these teams. The organization could formalize its connections so that they can be taken advantage of by the teams in a workshop or consultancy format. This network could be doubly helpful when new Academy trainings are about to take place, such that they would have a growing list of partners upon whom they could lean to distribute applications.

4. *Support teams to assess progress and plan sustainable operations*

While Global Grassroots currently encourages teams to conduct issue studies every year, it does not complement this process with periodic analyses of teams' progress toward their goals. By helping teams to keep their goals and social indicators at the forefront of their minds and follow up on these measures over time, teams will have a better handle on their progress vis à vis their social issue. When teams conduct issue studies, they sometimes neglect to measure their progress toward their goals and miss opportunities to integrate their findings into their future operations. Perhaps through biannual progress meetings, Global Grassroots staff could facilitate a process by which team members look critically at their own work, progress toward their goals and social indicators, and integrate analysis of their progress and issue study results into a sustainable operations plan.

FUTURE OF GLOBAL GRASSROOTS PROGRAM IN RWANDA

The Global Grassroots program has been operating in Rwanda since 2006. Over this span of five years, the program has evolved in many positive ways. It has refined its selection process, increased its capacity of local staff members, and run conferences in the local language. As Global Grassroots looks to expand into other countries, it should also look to the future in Rwanda and continue its evolutionary process.

1. *Increased engagement in the local language*

Ideally, development work would be conducted in the local language. The erasure of translation is not only more efficient, but it also sets a more comfortable and leveled atmosphere for participants. As an international NGO implementing a specialized program, Global Grassroots cannot always operate in the local language; however, wherever possible, workshops, conferences, and meetings should be conducted in the local language so as to be more participatory and effective. Global Grassroots is aware of the importance of language in its operations, and it should continue to consciously progress toward primary engagement in the local language.

2. *Gradually increase responsibilities of local staff members*

As the Global Grassroots program in Rwanda progresses and local staff develop the skills required to operate the program, these local staff members should be entrusted with increased responsibilities. The Global Grassroots staff in Rwanda are adept, dedicated, and capable. As Global Grassroots looks to expand, it could

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visualize the program in Rwanda as more self-sustaining, with local staff members leading the Academy for Conscious Change in the local language and the international staff playing a supportive role.

3. *Tiered levels of engagement over time*

As the number of teams trained increases with time, Global Grassroots will have to reevaluate the way it engages with teams over the high-level engagement process. In addition to increasing the capacity of Global Grassroots staff, the organization would benefit from adopting a framework of tiered engagement depending upon the age of the social venture. Here is a possible tiered framework that Global Grassroots could adopt for teams having completed the Academy:

- A. Development phase—the most significant amount of Global Grassroots time should be devoted to teams in development, so that teams are able to launch their ventures quickly and efficiently.
- B. 12-months non-profit apprenticeship—through the team's first year after launch, Global Grassroots should continue to provide high-level engagement and support. The Global Grassroots practice of generally allowing teams to lead this process, though requiring quarterly reports and reviewing bookkeeping as the team is receiving tranches, is valuable and effective. After one year of apprenticeship, teams officially graduate from the Global Grassroots program.
- C. 12-36 months—this level would become the mid-level engagement phase. Global Grassroots would be available for consultancy and assistance with issue studies. It would cater workshops to the continuing education of these teams.
- D. 36+ months—this would introduce a low-level engagement phase, in which Global Grassroots would continue offering consultancy, but only if the team leaders would travel to the Global Grassroots office and pay for their own transportation. Global Grassroots could consider charging a small fee for services, although this would likely drastically reduce teams taking advantage of the consultancy option. These teams would still be welcome to attend Global Grassroots conferences and workshops free of charge; in fact, their attendance would enrich the events, given their wealth of experience.

In the earliest phases, Global Grassroots would make an effort to attend team events, such as graduations and performances, whenever possible, but it might taper this practice in two latter phases. If a team receives a new grant administered through Global Grassroots, then the team would complete the reporting requirements from Tier B, but would follow its initial timeline for the tier system.

CONCLUSION

The long-term goal of Global Grassroots is *that vulnerable women will have the capacity and resources to lead conscious social change, sustained by their own communities*. As a result of Global Grassroots programming, vulnerable women in Rwanda, as well as some men, have indeed been imparted the capacity and resources to become conscious social change agents. Many team leaders interviewed for this evaluation defined themselves as *abitangira abandi*—the Kinyarwanda term for social change agent, literally meaning those who sacrifice themselves for others. Being a change agent has become the identity of these team leaders, and their commitment to their program clearly shines through. The vast social impact, combined with the solid organizational impact and evidence of significant individual impact, of the Global Grassroots program in Rwanda speaks for its success.

The latter part of this long-term goal, indicating community-initiated sustainability, represents an area where Global Grassroots still has room for improvement. While nearly all Global Grassroots-funded programs remain operational, most still struggle with long-term sustainability. By fine-tuning its programming, Global Grassroots can continue on its foundational path to enabling vulnerable women and men to initiate sustainable conscious social change affecting women.

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APPENDICES

- A. Global Grassroots Questionnaire
- B. PCL-17 Survey
- C. Non-Profit Management Criteria and Scorecard
- D. Raw data from Global Grassroots Questionnaires 2007-2011
- E. Raw data from PTSD Questionnaire 2010-2011
- F. Team interview notes
- G. Beneficiary interview notes