

# ***The Woman to Woman Fund: What has been achieved in its first year?***

*By Sally Neville & Ruth Edmonds on behalf of Rosa UK  
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# Contents

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<b>Executive Summary</b>	<b>3</b>	Influence over Mainstream Service	
<b>Introduction</b>	<b>8</b>	Providers and Government	43
<b>Methodology</b>	<b>10</b>	Influence within Communities	48
<b>Organisational Capacity</b>	<b>11</b>	<b>Reflections and Lessons</b>	<b>50</b>
Overview of Findings	12	What to fund	51
Funding Sources	13	<b>Annex:</b>	<b>54</b>
Sustainability	15	Rosa's MEL Framework	55
Capture and Use of Information	16		
Leadership and Strategy	18		
Governance	21		
Movement Building, Alliances and Voice	23		
<b>Women and Girls' Empowerment</b>	<b>25</b>		
Overview of Findings	26		
Information, Resources, Services,			
Knowledge and Skills	27		
Confidence and Self-Esteem	32		
Networks with Other People	38		
<b>Broader Influence</b>	<b>41</b>		
Overview of Findings	42		

# Executive Summary

## About Rosa

Rosa was launched as a charitable fund in 2008 to support initiatives that benefit women and girls in the UK. Rosa's mission is to support women and girls to create a society in which they have an equal voice, are safe and free from fear and violence, enjoy good health and wellbeing and achieve economic justice. These thematic areas form the four pillars of Rosa's work.

## About the Woman to Woman Fund

In late 2016 Rosa launched the Woman to Woman fund, using revenue from the UK Government's 'Tampon Tax'. The fund targets grants at small, grassroots women's organisations with an income of less than £100,000 per year, and with a focus on working with underserved and disadvantaged groups.

Through the first of three rounds of funding, women's organisations across the UK have been awarded grants of up to £25,000, as well as other forms of capacity building support and networking opportunities. Grants could be used for a wide variety of activities, including funding core organisational costs. Examples of the types of activities funded under each of the four thematic pillars are listed in diagram 1.

Diagram 1: Examples of activities funded under each pillar



# Executive Summary

In the first round of Woman to Woman, Rosa awarded grants worth an overall total of just over £488,800 and, in so doing, has reached a total of 3,331 women and girls. Table 1 below outlines the spread of these grants across Rosa's four thematic pillars of economic justice, health and wellbeing, leadership and representation and safety.

Table 1: Breakdown of grant totals by theme

Thematic area	Total value of grants awarded in round 1	Total number of women & girls reached in round 1
Economic Justice	£80,546	330
Health & Wellbeing	£169,930	1,744
Leadership & Representation	£59,488	246
Safety	£178,837	1,011
Overall Total	£488,801	3,331

## Monitoring, Evaluation and Learning (MEL)

Under the Woman to Woman fund, Rosa has also invested in the development of a MEL framework. With a specific focus on Rosa's work with grantees, the framework was designed to focus on change at three distinct levels:

- Whether Rosa's support is contributing to **more effective women's organisations** and a stronger movement.
- Whether women's organisations are then using their increased strength to **meet the needs of women and girls** and support their empowerment.
- Whether women's organisations are also using their increased strength to **influence broader change** for women and girls in the UK.

As with many funds of this kind, the challenge under the first round of Woman to Woman was not only to collect evidence of what Rosa itself has directly contributed to through its support to women's organisations, but also the changes which these organisations have gone on to achieve as a result of this funding.

Presented below is the evidence collected by grantee organisations who received support under the first round of the Woman to Woman fund.

# Executive Summary

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## ***Strengthening organisational capacity***

Rosa has strengthened the organisational capacity of all the grantee organisations it has supported under round one of Woman to Woman:

- Grantee organisations said that their Woman to Woman grants had helped them secure combined additional funds of over £342,000.
- There was an almost even split between grantees who believed their Woman to Woman grant had helped them ‘a lot’ in terms of securing additional funding from other sources, those who felt it had helped them ‘a little’, and those who did not believe it had helped them at all.
- All round one grantees reported that they felt organisations were more sustainable as a result of support from Rosa. This was even the case for organisations which had not secured any additional funding.
- All but one round one grantee organisation believed their capacity to capture and use information had improved under their Woman to Woman grant. A total of 25 grantee organisations believed Rosa’s support had helped them ‘a lot’ in this area.
- All but one of the grantee organisations believed Rosa’s support had helped to strengthen their organisational leadership, and the same number believed Rosa’s support

had enabled them to strengthen their organisational strategy. This was the case even where their Woman to Woman grant had been more narrowly focused on project level activities.

- Grantees’ experiences in relation to governance capacity was more mixed. While two thirds of grantee organisations believed their governance capacity had increased– at least to some extent - under their Woman to Woman grants, a third felt it had not.
- Rosa’s support under round one of Woman to Woman has resulted in the vast majority of grantees feeling a stronger sense of being part of the women’s movement and developing stronger alliances with other organisations.

# Executive Summary

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## ***Supporting women and girls' empowerment***

Rosa has enabled all grantee organisations included in round one of Woman to Woman to support the empowerment of the women and girls they directly work with:

- All grantee organisations believed that support from Rosa had helped them to improve women and girls' access to information, resources or services. They also believed that this had enabled women and girls to strengthen their knowledge and skills. For many grantee organisations, expanding women and girls' knowledge and skills and their access to resources and services were crucial aspects of their work where Rosa's support had been particularly helpful.
- Grantee organisations particularly emphasised the importance of Rosa's support enabling them to increase the reach, range and accessibility of services they provide.
- Women and girls supported by round one Woman to Woman grantees highlighted a number of ways in which access to information, resources and services and improved knowledge and skills among women and girls have to empower them. In particular, women and girls emphasised the importance of grantee organisations enabling them to: make sense of the problems they faced, know that someone or something was there to help them and feel their needs were met in personalised, trusted and relevant ways.
- Every grantee organisation supported under round one of Woman to Woman believed Rosa's support had helped them deliver activities that had strengthened the confidence and self-esteem of the women and girls they worked with.
- Women and girls supported by round one Woman to Woman grantees underlined the importance of confidence and self-esteem as core aspects of the empowerment process, believing it enabled them to: feel an increased sense of self-worth and value; feel they had more control over their lives; feel believed in and validated; develop a sense of moving forward with their lives; seek help and take steps to make their lives better
- All but one of the grantee organisations believed Rosa's support had helped them enable women and girls to expand or strengthen their networks with other people.
- Women and girls supported by round one Woman to Woman grantees emphasised the significance of social and professional networks as both a part of the empowerment process and as a result of women and girls feeling more empowered. They also explained that grantee organisations had helped them develop a sense of community and belonging and, as a result, they felt better able to influence the world around them.

# Executive Summary

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## ***Influencing mainstream service providers, government and communities***

Almost all round one grantee organisations believed Rosa's support under Woman to Woman had helped them have some degree of broader influence. However, while the vast majority of organisations believed Rosa had helped them 'a lot' in terms of influencing communities, most organisations felt Rosa's support had only helped them 'a little' in terms of influencing mainstream service providers and government:

- In terms of influence within communities, grantees underlined the importance of Rosa's support in relation to directly influencing women and girls' families, as well as raising the profile of their organisations more widely.
- Efforts to influence mainstream service providers and government tended to be located at a local level and focused on influencing decisions about individual women and girls and decisions which directly affected their own organisations. Some grantees had influenced other organisations' perspectives. However, a small number of grantee organisations had started to co-ordinate efforts with others to engage with change at regional and national levels.
- Grantee organisations highlighted the importance of Rosa's support in terms of enabling them to have increased time, resources and confidence to engage with others.

## ***Reflections & Lessons***

Based on evidence from round one of Woman to Woman, Rosa's support appears to have been crucial in a number of areas. In order to maximise impact on women and girls' lives in the future, evidence suggests that Rosa should focus on funding:

- organisations that use tailored and personalised approaches to change women and girls' lives;
- new ideas that organisations are trying to pilot;
- initiatives that enable women to build connections with each other;
- core organisational costs, including staff time;
- efforts to promote the sustainability of organisations;
- efforts to enable organisations to feel part of a broader movement and be better able to influence change;
- efforts to gather and use evidence more effectively;
- organisations for longer periods of time.

# Introduction

## About Rosa

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## About the Woman to Woman Fund

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Diagram 1: Examples of activities funded under each pillar





# Introduction

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As with many funds of this kind, the challenge under the first round of Woman to Woman was not only to collect evidence of what Rosa itself has directly contributed to through its support to women's organisations, but also the changes which these organisations have gone on to achieve as a result of this funding.

## Purpose of this report

This report presents evidence collected by grantee organisations who received support under the first round of the Woman to Woman fund. It begins with an outline of the methodology used for data collection, then goes on to present the findings in relation to the three areas of Rosa's MEL framework: organisational capacity, women and girls' empowerment and broader influence. It ends with reflections and lessons to inform future support to organisations which work to benefit women and girls in the UK.

# Methodology

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## Sources of evidence

Three sources of evidence from round one grantees have been used in developing this report:

- A short quantitative **online survey** of grantee organisations that focused on the extent to which Rosa's support had helped to strengthen their organisations and the work they do. Qualitative explanations were also collected in relation to each quantitative response.
- Qualitative **stories of empowerment** told by women and girls through conversations with staff and volunteers from grantee organisations. These stories primarily focused on women and girls' own stories, but also allowed space for volunteers and staff to add their own perspectives too.
- Qualitative **stories of influence** shared by staff and volunteers from grantee organisations which focused on how they had sought to influence the thinking, decision-making and behaviours of power holders.

## Light-touch and empowering

In designing these methods of data collection, two key concerns were taken into account. First, to ensure that MEL requirements were not too onerous on already overstretched and under-resourced women's organisations. Second, that they were not developed in a top-down process that reinforced the power imbalance between funders and grantees. Being

mindful of both of these concerns, a deliberate effort was made to ensure that data collection requirements were realistic and empowering.

## Sample sizes

It is important to note that completion of the online survey and the stories was not mandatory and therefore they were not completed for all grantee organisations. A total of 32 of the 38 grantee organisations in round one completed the online survey. A total of 27 empowerment stories and seven stories of influence were also completed.

## Timeframes

It is important to acknowledge that the stories of empowerment and influence do not necessarily start and finish in line with the timeframes of Woman to Woman grants. In many cases, the start of the process of women and girls' empowerment, their relationships with grantee organisations and efforts to influence power holders will have pre-dated funding from Rosa. As such, this report does not necessarily attribute changes identified in the stories to Rosa, but uses them to illustrate the types of change Rosa has supported.

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# *Organisational capacity*

*Meeting the practical & strategic needs of women's organisations so they can function more effectively & increase their impact.*

## *Organisational Capacity*

# Overview of Findings

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### **Rosa has strengthened the organisational capacity of all the grantee organisations it has supported under round one of Woman to Woman.**

Grantee organisations were asked whether their Woman to Woman grants had strengthened their organisational capacity in relation to their leadership, governance and strategy, the way they used information and their ability to form alliances with others and to actively participate in the women's movement. They were also asked whether their capacity to secure funding had increased and whether their organisation had become more sustainable. All 32 grantee organisations which responded to these questions said that their organisational capacity had increased in at least one of these areas. Half of the grantees reported that through Rosa's support, their capacity had increased – at least to some extent - across all of these areas.

The following sections present more detailed findings related to grantees' perceptions of whether – and in what ways - their organisations have directly benefited from Rosa's support through their Woman to Woman grants.

## *How Rosa has supported change*

# Funding Sources

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**Rosa's support has had mixed results in terms of increasing grantee organisations' ability to secure additional funding.** There was an almost even split between grantees who believed their Woman to Woman grant had helped them 'a lot' in terms of securing additional funding from other sources (10 out of 32), those who felt it had helped them 'a little' (11 out of 32) and those who did not believe it had helped them at all (11 out of 32). Several organisations emphasised that the funding situation for organisations focused on improving women and girls' lives was particularly strained outside of London.

Although not all organisations who had secured additional funds stated an actual amount they had received, some grantees did share this information. Based on the figures that were provided, these grantee organisations said that their Woman to Woman grants had helped them secure combined additional funds of over £342,000.

The two-thirds of grantees who believed Rosa's support had helped them secure additional funding highlighted the following areas where Rosa's support had been particularly helpful:

**1/ Having more time to plan ahead.** Grantee organisations underlined the importance of their

Woman to Woman grants providing them with the breathing space of a 12-month period of funding during which they could develop funding applications to others. This appears to particularly be the case where Rosa supported core organisational costs, including staff salaries.

*"The period of the grant has given us a period of relative stability during which to plan ahead for future developments and funding applications."*

*"[Our Rosa grant] has provided some space to develop more projects in partnership and submit more bids, which has begun to have a positive effect on our sustainability."*

*"The CEO has had more time to focus on funding applications. She has had the time to go to more networking events with funders."*

*"Our ROSA funded administrator... has acted as a support to the CEO... giving them chance to prioritise... funding bids."*

**2/ Gaining clarity on what to ask other donors to fund.** Those who had used their Woman to Woman grants to try new approaches and expand services often felt it had helped give them clarity on what they were asking other organisations to fund. Here, increased capacity to gather evidence of impact through their Woman to Woman grants was considered to have been particularly helpful.

## *How Rosa has supported change*

# Funding Sources

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**3/ Encouraging greater credibility with other funders.** Grantee organisations also explained that having demonstrated their ability to deliver under their Woman to Woman grants, other potential funders had become more comfortable with the idea of funding them. These organisations stressed that their grants had given them both increased credibility and greater confidence when engaging with other funders.

*“We think that being associated with Rosa and other funders has attracted more partners to work with us. We’ve also been able to cite that we’ve had funding from Rosa when writing fundraising bids which we think helps increase confidence in our ability to deliver, as we have a proven track record.”*

*“Having demonstrated competencies in managing a grant from Rosa, our organisation has been entrusted by... other organisations. We believe this trust will be a corner stone for our sustainability.”*

**4/ Engaging more with local businesses.** Grantee organisations also explained that support from Rosa had helped them engage with local businesses which, in some cases, had led to them to securing funding, sponsorship or donations. As well as financial support, this included donations of furniture, use of meeting room spaces, help with publicity and legal advice.

**5/ Developing fundraising strategies.** Grantee organisations also explained that support from Rosa had helped them develop fundraising strategies which they believed were enabling them to secure further funding. A workshop hosted by Rosa under Woman to Woman was highlighted as having been particularly helpful in terms of encouraging grantees to consider what makes a successful grant application and providing practical information on funding opportunities. However, at least one organisation highlighted that they felt they would have benefited from further follow-up support in this area.

*“The Rosa grant has enabled us to secure more funds and allowed us to do a lot of work on our strategic direction for securing a base and fundraising strategy.”*

*“Our Executive Director attended the excellent training session run by Rosa and a course on Fundraising from Trusts and Foundations. This training, together with support for our Executive Director’s salary costs, has give her the capacity and knowhow to create and implement a clearer fundraising strategy that better matches our three-year plan.”*

## *How Rosa has supported change*

# Sustainability

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**Rosa's support has resulted in grantees feeling their organisations are more sustainable.** All round one grantees reported that they felt their organisations were more sustainable as a result of support from Rosa, with 17 believing they were 'a lot' more sustainable and 15 believing they were at least 'a little'. This was even the case for organisations that had not secured any additional funding. Rosa's support was considered to have been particularly helpful in terms of the following:

**1/ Feeling more confident about securing further funding.** Grantee organisations explained that even if they had not already secured additional funding, support from Rosa had put them in a strengthened position to do so in the future. This included grantee organisations feeling they were better able to make a compelling case in funding applications. Here, they drew links to their efforts to capture change under their Woman to Woman grants and the evidence this equipped them with.

*"The session [delivered by Rosa] in Birmingham gave us great examples of further funding opportunities. The grant also helped us to further develop our offer which will help with funding in the future."*

*"Our hope is that the success of this programme can be communicated to other funders and subsequently influence their decisions in our favour."*

*"[E]vidence [of] our work through the project we delivered with support from Rosa... has meant we have proven outcomes and a track record to show to potential future funders and partners. This is invaluable, and we are now in the process of seeking funding and support to roll out our programme across the north-west, which the evaluation data and stories of girls we've worked with really helps us to achieve."*

*"Through the work with ROSA, we have further findings of the impact of our work which, in turn can be used to communicate the importance of it. If grasped, this could enable further support, funding, promotion and consequently the longevity of it."*

**2/ Strengthening broader aspects of sustainability.** A minority of grantees also felt their organisations had become more sustainable in non-financial ways. In particular, this tended to focus on them having been able to build lasting capacity among staff and volunteers and having put stronger policies, structures and systems in place.

*"[W]e have developed capacity of our staff and volunteers and are working in voluntary capacity to continue the project after the grant money has been fully utilised."*

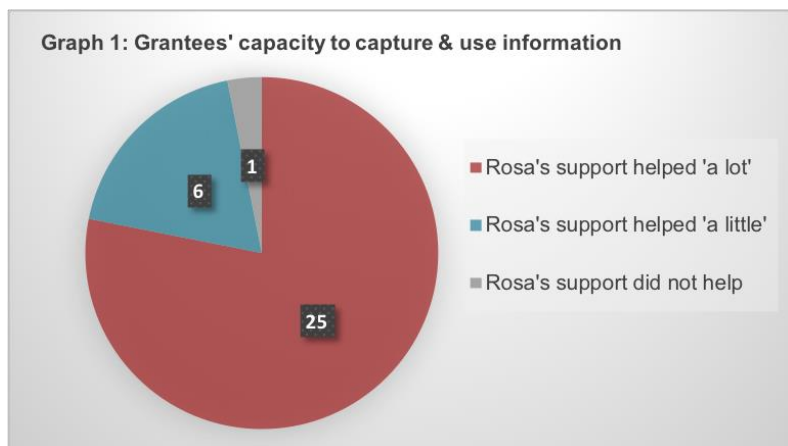
*"[Our sustainability has definitely [increased]... due to info on financial planning evidencing work, sorting policies and the structures that need to be in place in order to expand the work."*

## How Rosa has supported change

# Capture and Use of Information

### Rosa's support has strengthened grantee organisations' ability to capture and use information.

As outlined in graph 1 below, all but one round one grantee organisation believed their capacity to capture and use information had improved under their Woman to Woman grant. A total of 25 grantee organisations believed Rosa's support had helped them 'a lot' in this area.



Grantees believed Rosa's support had been particularly helpful in terms of the following:

**1/ Establishing and strengthening systems for capturing information.** Grantee organisations described Rosa's support as having enabled them to establish and

strengthen systems for capturing information on women's lives and experiences. Rosa's willingness to fund staff and volunteer positions had often been crucial here. In particular, administrative staff had enabled many grantee organisations to invest the time and skills needed to effectively use feedback forms and to run user consultation processes and online questionnaires.

*"The admin role has provided someone to focus on the collection of and recording of monitoring information."*

*"The grant for the funded role enabled us to spend time looking at the issues facing women and girls related to domestic violence."*

### **2/ Designing and delivering more in-depth research.**

Grantee organisations had also used their Woman to Woman grants to design and deliver more in-depth research activities focused on understanding the issues women and girls face, in both a quantitative and qualitative way.

*"We were able to run a number of different sessions and focus groups which provided the opportunity for us to capture what women in our community truly needed and work to deliver this."*

*"We have been able to run face-to-face workshops with 43 girls, which has meant that through that engagement, we've gained a better understanding of what matters to them and the types of barriers they face in getting careers in technology/STEM."*



## *How Rosa has supported change*

# Capture and Use of Information

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### **3/ Using information and evidence to make improvements.**

Grantee organisations emphasised the importance of using their Woman to Woman grants not only to increase their capacity to capture information but also to use it. This included using the insights they had gained to improve the support they provided to women and girls and to target services more effectively. In some cases, grantees had also used new knowledge to inform funding applications and to strengthen internal accountability mechanisms.

*“Each woman... completes a feedback form, allowing us to... understand more of the wide range of issues that women present with. Capturing women's needs means we can develop our services to meet these needs.”*

**4/ Capturing impact in new ways.** Grantee organisations also pointed to other forms of support from Rosa which had helped them develop their capacity to capture and use evidence. Almost half of grantees specifically pointed to Rosa’s MEL activities as having helped to equip them with a practical way of gathering evidence of impact on the ground and understanding the experiences of the women and girls they were working with. They highlighted Rosa’s storytelling tools and MEL-focused webinar which Rosa provided as having been particularly helpful.

*“The formula for capturing the stories of empowerment were very*

*effective in illustrating the issues the women we support face. We do capture feedback from our service users but the case study formula brought a breadth and depth ... that we don't usually gather.”*

*“The guidance and templates for the case studies regarding empowerment and influence were interesting and helpful, particularly for staff members less used to gathering evaluation information.”*

*“The Stories of Empowerment tool is excellent in helping us to capture the voice of our women, to find where their starting point was and how [things] progress. This has been a tool to help us have detailed conversations with women service users.”*

Encouragingly, a number of organisations explicitly stated that they plan to continue to use Rosa’s storytelling tools beyond their grants. This appeared to be motivated not only by a need to report impact to funders, but also support internal learning, improved service delivery and more effective explanations about what they do and why.

*“The storytelling approach is one we enjoy using and have found useful. We are limited by time and resources but hope to build on what we have started.”*

*“[The storytelling tools] will be helpful in the coming years to look at what emerges as the main issues of importance to women... and what support is most effective for their safety and survival then to use it as evidence for campaigning and lobbying... to improve the safety and quality of women’s lives and to push for more funding.”*

## How Rosa has supported change

# Leadership and Strategy

**Rosa's support has strengthened grantee organisations' leadership and strategy.** All but one of the grantee organisations believed Rosa's support had helped to strengthen their organisational leadership (20 thought it had helped 'a lot'). Overall, the same number believed Rosa's support had enabled them to strengthen their organisational strategy (in this case, 21 thought it had helped 'a lot'). This was the case even where their Woman to Woman grant had been more narrowly focused on project-level activities.

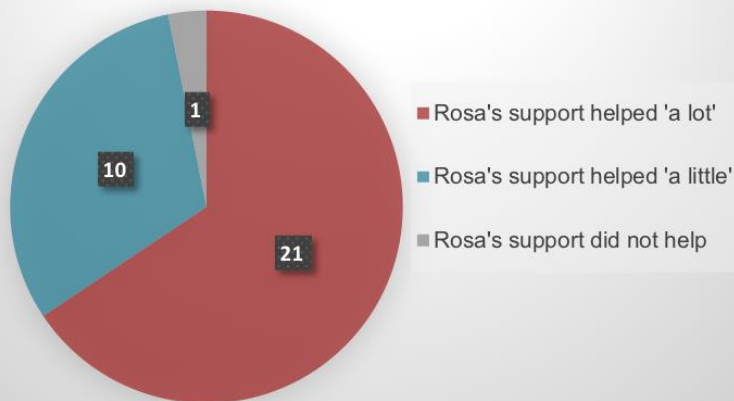
Grantee organisations felt Rosa's support had been particularly helpful in terms of the following:

**1/ Developing clearer strategies.** Grantee organisations reported a range of ways in which Rosa's funding through Woman to Woman had enabled them to develop clearer strategies and conduct more effective business and service planning. As previously noted, a large number of grantee organisations also reported that their fundraising strategies had improved through Rosa's support. In the majority of cases, it appears that while Rosa may not have explicitly funded activities which were focused on strategy and leadership development, their grants had indirectly supported capacity in these areas. Crucially, it appears that Rosa's relatively short-term funding had enabled many organisations to think about longer-term priorities.

*"The support [from Rosa] has helped us look at finance, sustainability, and monitoring the effectiveness and quality of our work as well as the quantitative evidencing. This has meant we have a clearer idea of these as the cornerstones of a strategic longer-term approach and outlook on our work for the future."*

*"The [Woman to Woman] grant has enabled a strategic business plan to be developed which develops a direction for leading the work for disengaged women and girls in the local community."*

**Graph 2: Grantees' capacity to have clearer strategies**



## *How Rosa has supported change*

# Leadership and Strategy

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**2/ Clarifying and refining approaches and having confidence in their importance.** Funding from Rosa appears to have helped to re-energise grantee organisations to focus their efforts by clarifying their approach and strengthening their confidence in the importance of their work. For others, their Woman to Woman grants have enabled them to try new approaches and to strategically expand the scope of their work.

*“[Rosa’s support] has helped consolidate and given strength and confidence to our sense of standing up and leading on a topic for women.”*

*“Rosa’s support and trust in [us] has given us the confidence and has enabled us to reach beyond our immediate connections and reach out to other organisations.”*

*“It has confirmed both the need for and the importance of the model we provide which, in turn, has meant a greater determination from our MD to ensure it carries on, grows and gains recognition.”*

### **3/ Learning and reflecting on future direction.**

Grantee organisations had used evidence they had captured and experiences they had under their Woman to Woman grants to draw lessons and reflect on priorities for the future. This included using feedback from the women to focus their efforts on the services that were most needed and reflecting this in their organisational planning. While some organisations had

already adapted future plans and strategies, others said they intended to do this going forward.

*“We are using the Story of Influence tool as a way of helping us to develop our strategy.”*

*“The Rosa fund has helped [us]... to have a much better overview of [our] work and the capturing/ looking at how outcomes are evidenced has helped us question and look afresh at [our] work...”*

### **4/ Consulting more with staff, volunteers and communities.**

Under their Woman to Woman grants, organisations had also conducted greater levels of consultation, both among staff and volunteers within their own organisations and among the communities they worked with. This had, in several cases, been used by grantees to strengthen their organisational approach and strategy.

*“[Support from Rosa] has helped us to value different styles of leadership and nurture different voices to participate in [our] decision-making. We involved all the interns in our decision-making processes and encouraged them to input with their ideas. This has strengthened our leadership model...”*

*“[Our grant from Rosa] has enabled us to strengthen our consultation with participants in our projects, which has fed into our business plan.”*

## *How Rosa has supported change*

# Leadership and Strategy

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**5/ *Bringing in new skills and having more time through funded staff positions.*** By far the most important aspect of Rosa’s support in relation to strengthening leadership and strategy was through funding staff positions within grantee organisations. This had enabled new skills and experience to be brought into their organisations, while for others, it had simply – but importantly – meant that senior staff had more time to strategically consider longer-term priorities and to focus on leadership, rather than more operational everyday tasks.

*“By funding an administrator and tutors, it has freed up our coordinator to take a more proactive leadership role and also to work with the organisation's chair to take a more active promotional role.”*

*“The grant for the funded role helped us to put programmes in place that have generated a clearer sense of what the needs are at a grassroots level for holistic domestic abuse support in our area and therefore what the strategy to develop the charity should be.”*

*“Since having a Counselling Team Leader in post, with greater focus on the development of the counselling service, a clearer strategy has been developed. This has been through the Office Manager, Counselling Team Leader and Chair of Trustees working together primarily on a draft business plan for the next one-to-five years.”*

**6/ *Engaging with mentoring opportunities.*** Grantee organisations also reported the specific value of mentoring support they had received through Rosa and the impact this had

on leadership capacity within their organisation. However, one grantee also noted that while they had expected to receive this type of support from Rosa, they had not and this was something they still felt they would have benefited from.

*“I have received mentoring support from Rosa and this has helped me to look at our organisation and develop more ways to lead as an organisation.”*

*“The seminars were interesting. However, without the mentoring we hoped to receive, it did not particularly help us develop resilience in organisational terms. We had hoped to have mentoring support through the programme having selected that as one of the options for additional support. However, we have learnt lessons about management, admin and support required to run a significant new project alongside our core service.”*

This appetite for mentoring support has been recognised by Rosa through feedback from grantees. In order to meet this demand, they are now investing more time in recruiting mentors and trying out new approaches.

## *How Rosa has supported change*

# Governance

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**Rosa’s support has, to a lesser extent, strengthened grantee organisations’ governance.** In contrast to capacity in relation to leadership and strategy, grantees’ experience in relation to governance capacity was more mixed. While two thirds of grantee organisations believed their governance capacity had increased– at least to some extent - under their Woman to Woman grants (21 out of 32, with 10 thinking it has helped ‘a lot’), a third felt it had not (11 out of 32). Some of these organisations explained that their support from Rosa had focused more on immediate project delivery rather than wider governance of their organisations. Some believed that in order for Rosa to have strengthened their capacity in this area, they would have needed additional tailored support specifically focused on this aspect of their organisations.

The grantees who believed the governance of their organisations had strengthened through Rosa’s support were almost equally split between those who felt it had increased ‘a little’ and those who felt it had increased ‘a lot’. These organisations felt that Rosa’s support had been particularly helpful in terms of the following:

**1/ Increasing staff capacity so trustees could focus on strategic issues.** For those organisations which reported that their governance capacity had strengthened, they cited similar reasons to those related to improved leadership

capacity. In particular, organisations pointed to increased staff capacity through funding from Rosa, which had enabled trustees to focus on the strategic governance of their organisations, rather than immediate operational priorities.

*“[Rosa] [p]rovided funding for general admin & management tasks and so freed [our] Trustee board to focus on more strategic and leadership tasks.”*

*“Investment in management and admin core costs has enabled us to spend time reviewing and updating policies, procedures etc. Trustees have been able to focus on governance without the pressure of finding funding for day-to-day activities.”*

**2/ Engaging their Board members through more insightful reporting.** As previously noted, the increased capture of information and evidence through their Woman to Woman grants had enabled more insightful reporting to their Boards and in this way, was strengthening internal accountability within their organisations.

*“[Our Rosa-funded] role has enabled better reporting to the board of trustees through focus on recording information and identifying needs.”*

## *How Rosa has supported change*

# Governance

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### ***3/ Conducting policy reviews and accessing training.***

Under their Woman to Woman grants, some grantee organisations had conducted policy reviews, including those related to safeguarding, and had accessed training which they believed had strengthened their governance capacity. One grantee organisation also stated that Rosa's networking events had enabled them to learn from larger and more established organisations about how they were structured and their governance approaches.

*"We reviewed all our policies and way of working which has helped us change positively. As a result, we have been able to engage more BME with our work".*

*"Our group has been able to reinforce its capacity building strategy by providing additional training in safeguarding as well as developing more policies to benefit the organisation and the people it supports. Among the policies developed thanks to Rosa's assistance include: (1) Data protection to comply with Charity Commission requirements, (2) Regulations for monthly trustees meetings, (3) Code of conduct for day-to-day work of the organisation, (4) Protocols for financial controls, etc."*

***4/ Recruiting trustees.*** Several grantee organisations also believed that their Woman to Woman grants had played a role in enabling them to recruit more trustees. One grantee explained that funding from Rosa had helped to strengthen

their profile and as a result, had enabled them to attract new members to their Board. Another explained that they had learnt what to look for when recruiting trustees through Rosa's webinars and networking events.

*"Receiving funds from Rosa, a recognised Women and Girls charity, has helped us to attract new trustees."*



## *How Rosa has supported change*

# Movement Building, Alliances and Voice

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### **Rosa's support has resulted in the vast majority of grantees feeling a stronger sense of being part of the women's movement and developing stronger alliances with other organisations.**

In total, 29 out of 32 grantee organisations felt a stronger sense of being part of the women's movement (20 believing Rosa's support had helped them 'a lot') and a similar but slightly smaller proportion of grantees reported that they had developed stronger alliances with other organisations (26 out of 32, with 18 stating Rosa's support had helped them 'a lot'). For these organisations, Rosa's support had been particularly helpful in terms of the following:

#### ***1/ Increasing opportunities for networking with like-minded organisations.***

For the vast majority of grantee organisations who experienced positive change in these areas, the crucial factor had been increased opportunities for networking with likeminded organisations. This included engaging with others through events which Rosa had itself organised. Some explained that this was something they would want to continue and which would be valuable to build on over the longer term. However, there was also a sense among some grantee organisations that a lack of resources and the 12-month funding timeframe for Woman to Woman grants limited the scope for this. There was also a strong sense among many grantees that Rosa could do more to foster networking. One grantee also explained that an

event towards the end of their Woman to Woman grant would have enabled them to share the outcomes of their projects with each other and encourage cross-organisational learning.

*"By attending the event Rosa held for all grantees, this allowed [us] to network and feel part of a women's platform and movement."*

*"The network meeting [organised by Rosa] was a useful opportunity to see what grantees around the country were doing and to be inspired by their brilliant work. We would appreciate the opportunity to build a more lasting network with other grantees."*

*"It was encouraging to meet other organisations who face the same challenges and also to share positive stories. It made us feel less isolated and we think we are all stronger together as a collective."*

*"We have always felt connected to the Women's Movement [locally] but not further afield. Rosa has helped us to be aware of the possibility of links nationally but we haven't been able to benefit because of resource limitations."*

*"[The] ROSA networking and training day definitely did make us feel part of the women's movement and that our work was part of a wider campaign to improve women's rights... but without further follow up together or input, it was difficult to convey this to other members of the group on return from the training who hadn't been there and continue to feel this."*

## *How Rosa has supported change*

# Movement Building, Alliances and Voice

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*“We have also met and networked with some fabulous and inspiring women’s organisations through the programme and have felt that Rosa has really supported us beyond just the financial aspect.”*

**2/ Developing a sense of being part of something bigger alongside greater confidence to engage.** Even beyond specific physical and virtual opportunities to engage with others, grantee organisations explained that just being linked with Rosa had given them a sense of being part of ‘something bigger’ and had given them greater confidence to engage with others.

*“[By] association with Rosa, we do feel more part of a women’s movement.”*

*“[T]his project is 100% women’s experiences and 100% a hidden issue for women and to receive funding for it from a funder who totally understands and supports this feels incredible and powerful.”*

**3/ Networking at a regional and national level.** A smaller number of grantees also emphasised the importance of using their Woman to Woman grants to network with organisations more widely, including at local and national levels. For example, one grantee explained they had used part of their grant to directly contribute to events related to International Women’s Day. Others explained that through

their Woman to Woman grant, their staff and volunteers had been able to take part in a broader range of external events and training.

*“[T]aking part in the What Women Want 2 report and attending its launch in Westminster enabled us to further feel part of a wider women’s movement.”*

**4/ Having a stronger voice and influence.** Feeling part of the women’s movement was tightly bound to their own perceptions about their profile as an organisation and their ability to have their voices heard and influence others. As such, a number of grantees emphasised the importance of Rosa’s support not only in enabling them to meet and engage with others, but in having a stronger voice and influence, too.

*“Our organisation is now working in partnership with... local women’s groups... which form a women’s movement against FGM and we have a stronger voice within it.”*

*“[Our] Rosa grant has given us courage and confidence to become a voice for BME women and become a part of women’s movement.”*



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# ***Women and girls' Empowerment***

*Meeting women and girls practical and strategic needs by supporting them to access information, resources and services, to develop knowledge and skills, to increase their confidence and self-esteem and to expand their networks with others.*

## *Women and girls' empowerment*

# Overview of Findings

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### **Rosa has enabled all grantee organisations included in round one of Woman to Woman to support the empowerment of the women and girls they directly work with.**

As well as being asked to describe the impact which Woman to Woman grants had on their own organisations, grantees were also asked whether support from Rosa had helped their organisation to meet the practical and strategic needs of women and girls in order to strengthen their empowerment. The focus here was on supporting women and girls to access information, to develop knowledge and skills, to increase their confidence and self-esteem and to expand their networks with others. All but one grantee believed that through Rosa's support, they had been able to support women's empowerment in all of these areas.

The following sections present more detailed findings related to grantees' perceptions of whether – and in what ways - their organisations have used Rosa's support to strengthen the empowerment of the women and girls they directly work with. Following each of these sets of findings are sections that draw on the stories of empowerment which explain what these types of change look and feel like to the women and girls who experience them.

## How Rosa has supported change

# Information, Resources, Services, Knowledge & Skills

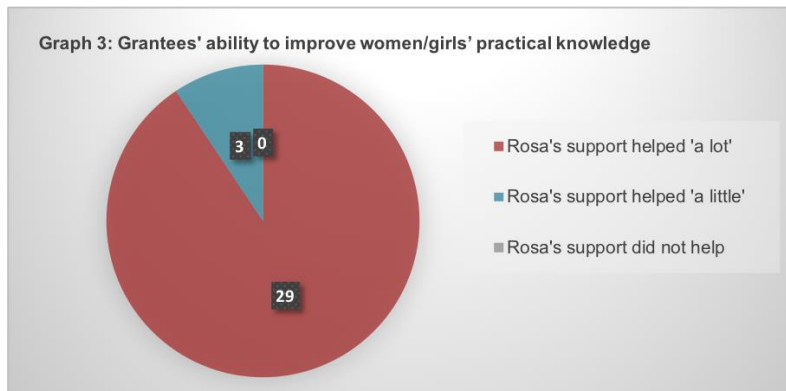
**All grantee organisations believed that support from Rosa had helped them to improve women and girls' access to information, resources or services. They also believed that this has enabled women and girls to strengthen their knowledge and skills.** In both cases, the vast majority of grantee organisations believed Rosa's support had helped them 'a lot' in terms of expanding women and girls' access to information, resources and services (25 out of 32) and in terms of strengthening women's knowledge and skills (29 out of 32).

For many grantee organisations, expanding women and girls' knowledge and skills and their access to resources and services were crucial aspects of their work where Rosa's support had been particularly helpful. This ranged from increasing women and girls' access to information and services related to violence prevention, health, female genital mutilation/cutting (FGM/C), as well as counselling services and employment. There was an emphasis on supporting women and girls to develop basic skills, for example learning English, and at least one organisation had strengthened women's practical DIY and household repairs skills.

*"Women who have attended our open days at our self-build project have developed their practical and manual skills and have gained confidence and saved money by carrying out repairs at home."*

*"The [Rosa] grant has improved their understanding of abusive relationships and the available support services in the area. It has improved their access to other resources and services."*

*"With Rosa's support, we've been able to give girls access to industry experts and mentors, who have advised them on how to get a career in technology... Some girls have also been on work-experience placements as a direct result of the programme."*



*How Rosa has supported change*

# Information, Resources, Services, Knowledge & Skills

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Grantee organisations highlighted the following areas where Rosa's support had been particularly helpful:

**1/ Increasing the reach of services.** Grantee organisations explained that through their Woman to Woman grants, they had been able to expand the reach of the services they provide. In some cases, this was a result of disseminating information about their activities so that increased numbers of women and girls were aware of them. In many cases, however, Woman to Woman grants had increased the capacity of organisations so they were able to reach larger numbers of women and girls. This included Woman to Woman funds being used to cover staff costs and the recruitment and training of volunteers. In fact, many grantee organisations supported by Rosa under round one of Woman to Woman reached a larger number of women and girls than they initially intended. 19 out of 32 grantee organisations exceeded the number of women and girls they committed to working with under their Woman to Woman grants. Across all grantee organisations included in round one of Woman to Woman, a combined total of 3,331 women and girls were reached compared to a target of 2,607.

*"Having [a funded] admin role has helped us to contact and respond to all referrals and get appointments booked in for women and girls at a faster rate and also allowing more availability for these appointments to take place."*

*"[Funding from Rosa] has released [our] Senior counsellor to devote more time to increased demand for counselling services to empower women with skills to support their emotional and mental wellbeing."*

**2/ Developing services to become more relevant and accessible.** Woman to Woman funding had enabled grantee organisations to expand the range of services they offered. Others have been able to improve the quality, relevance and accessibility of the services, information and support they provided to women and girls. This included more effective targeting at certain groups with specific needs and providing resources in appropriate languages.

*"We have been able to improve our resources, information and advice and guidance for the women and girls by giving them the support that they need in terms of skills, education, training, advice and guidance."*

*"[The] sessions we have ran have increased our appeal and increased the diversity of women coming into the centre. This has meant services are more contactable and accessible."*

**3/ Providing a more holistic range of information and services.** Rosa's support has also helped grantee organisations to directly provide women and girls with a more holistic range of information and services, rather than simply focusing on one narrow aspect of their lives.

*How Rosa has supported change*

# Information, Resources, Services, Knowledge & Skills

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*“The funding enabled us to continue with the drop-in where women are given knowledge as to their rights... the working of the asylum system, how to access health care, training, schooling for children, etc and for some, they gain the skills and confidence to know how to ask and push for them.”*

*“The funding we received allowed us to run programmes to help women develop their skills. We run money-awareness courses, developing computer skills, support in applying for Universal Credit, employability, life-skills and cooking.”*

***4/ Accessing information and resources from a broader range of organisations.*** Linked to the increased capture and use of information and evidence among grantees through their Woman to Woman grants, organisations had become more effective at pulling information and resources in from other organisations, which they could then pass on to the women and girls they worked with. In addition, a number of grantee organisations also reported that they had improved their ability to signpost women and girls to resources and services provided by others.

*“Having a risk manager means that not only have we had our own expert resource, but that we are also better able to signpost women to gain services in our community.”*

*“We have been able to connect with a lot more youth and community organisations as the project worker made these*

*connections. These connections have helped us to get more support and resources for our women and girls.”*

*“Women and girls from our organisation have more access to support services available to them locally as our project co-ordinator employed with the support of ROSA helped to raise awareness of this.”*

*What this looks and feels like to women and girls*

# Information, Resources, Services, Knowledge & Skills

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The stories of empowerment gathered by grantee organisations have highlighted a number of ways in which access to information, resources and services and improved knowledge and skills among women and girls have helped strengthen their empowerment. As such, the stories gathered strongly support further efforts in these areas. The specific links to women and girls' empowerment are outlined below.

**1/ Women and girls could make sense of the problems they faced.** Women and girls described how access to knowledge and information provided them with a kind of power. It gave them opportunities to reflect on and make sense of problems they had experienced (or were currently experiencing) and process their feelings in relation to these experiences. For many women, the kind of realisations that came with access to information, resources and services constituted an important first step in making positive changes in their lives. In this way, information, resources and services often provided a series of 'lightbulb' moments for women and girls propelling them forward in their lives.

*"I completed the Domestic Abuse Recovering Together course and this helped me understand how the domestic abuse had affected me and my daughter and what we could do to help us carry on moving forward."*

**2/ Women and girls knew that someone or something was there to help them.** Women and girls described feeling "less alone" because their improved access to information, resources and services made them realise they were not isolated in their problems. For a large number of the women and girls who told stories, contact with a grantee organisation was the first time they had openly talked about their problems with someone and learned of others in situations like their own. Simply becoming aware of the resources and services available or knowing there was somewhere to turn to, had important effects in terms of increasing their confidence and self-esteem and sense of empowerment.

*"I know now about services that can help me, especially with my mental health and I know how I can contact them if I need to, which I didn't before."*

**3/ Women and girls felt their needs were met in personalised, trusted and relevant ways.** The support from grantee organisations was often highly personalised and tailored around women and girls' individual, complex and multiple needs, often alongside more generic support groups and social events that connected women together.

# What this looks and feels like to women and girls

# Information, Resources, Services, Knowledge & Skills

Women and girls described how these experiences of receiving tailored rather than generic forms of information, resources and services felt highly personalised and directly relevant to tackling the specific problems in their lives. For some women and girls, this also involved being signposted to other services that could help them in more targeted ways. Having a trustworthy introduction by an organisation they already knew gave them confidence in these services from the outset and made them feel comfortable using them. In contrast, some women and girls described having previously had a series of unhelpful service interventions which had made them averse to seeking further support. (See Box 1.)

*“I have had so many professionals and agencies involved since speaking out and none of them have done half of what [Rosa supported organisation] has done for me. You have done more than all of these combined: social worker, police, GP, health visitor, children’s centre, preschool, A&E, family support worker, mental health service, family intervention worker, family assistance, safeguarding service worker and safeguarding officer.”*

## Box 1: Getting information to help plan a career path.

**Before...** “It was hard to connect with other girls around me and make friends at school. I felt isolated because I had no common interests with those around me. I love technology but I felt like the odd one out at school. I go to a girls’ school and most of the girls there didn’t have an interest in [computer] games. I wanted to meet other girls with similar interests as me. I wanted to know about the opportunities available to me within technology, but I didn’t know where to turn.”

*“She was very shy. She lacked self-esteem and confidence.”*

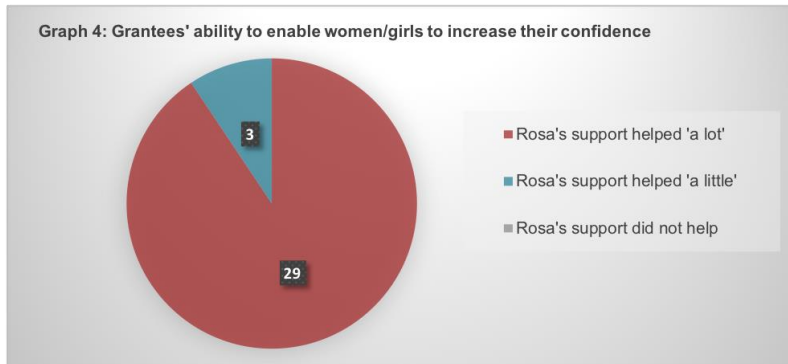
**After...** “I am now considering doing a degree apprenticeship which I wouldn’t have before. I know now that university is not the only pathway to achieve my dreams. I loved technology before but the academy has sparked so much more inspiration and encouraged me to progress with my path. It has reassured me that I am on the right path. This is definitely what I want to do. I can say it with confidence now – it’s cool to be a girl in tech!”

*“She is a completely different girl – we watched the transformation happen. When we first met her, she was shy and awkward, but now she doesn’t think twice about standing up at a hackathon and speaking confidently to a room of people about her idea. We’re excited to see what she does next!”*

## *How Rosa has supported change*

# Confidence and Self-Esteem

**Every grantee organisation believed Rosa's support had helped them deliver activities which had strengthened the confidence and self-esteem of the women and girls they worked with.** The vast majority of grantee organisations believed Rosa's support had helped them 'a lot' in this area (29 out of 32).



*"From our evaluation forms over the past year, the number of women who have stated that counselling has increased their confidence/self-esteem has remained at 90%."*

*"We regularly ask the women who attend to feedback on whether confidence and self-esteem had improved. They reported positive improvements due to attending groups, courses and better access to advice and information services."*

*"Women who engage with our service regularly feed back that their confidence and self-esteem has increased."*

*"All of our learners and group participants have tracked their progress towards greater confidence and all have reported an improvement."*

Grantee organisations highlighted the following areas where Rosa's support had been particularly helpful:

### ***1/ Supporting a two-way relationship between confidence and the use of resources and services.***

Reports from grantee organisations emphasised that funding from Rosa had helped them support women and girls to gain new knowledge and skills which had then helped to strengthen their confidence and self-esteem. They also explained that funding from Rosa had been used to support women and girls to develop the confidence and ambition needed to access services, seek new knowledge and develop new skills. Some grantee organisations had, therefore, used their Woman to Woman grants to provide support to women and girls which was explicitly designed to strengthen confidence and self-esteem rather than these simply being 'by-products' of developing other skills and accessing services.

*"Our project worker delivered personal development programmes... all about building confidence and self-esteem in women and girls."*

*"[O]ne of the core aspects to our programme is the raising of girls' confidence and self-belief through one-to-one mentoring and coaching."*



## *What this looks and feels like to women and girls*

# Confidence and Self-Esteem

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The stories of empowerment gathered by grantee organisations underlined the importance of confidence and self-esteem as core aspects of the empowerment process. Heavily linked to access to knowledge, resources and services, the stories gathered strongly support further efforts in this area. Further description of what increased confidence and self-esteem looked and felt like to women and girls is presented below.

**1/ Women and girls felt an increased sense of self-worth and value.** Through the support provided by grantee organisations, women and girls described feeling more positive with an increased sense of happiness and enjoyment in their lives. With this, came an increased sense of self-belief. Women and girls were able to recognise that they mattered and were inherently people of worth and value, with abilities to both help themselves and contribute to improving the lives of others. For example, women and girls described feeling like a “better person”, “worthy of support”, a “good mother”.

*“I feel like I have a place where I am accepted for me and that is the biggest thing – just being able to be yourself and know that you will be treated with respect, not judged or made to feel worse.”*

*“I felt that no one would be able to help me or want to help. I never felt judged by you. You really listen to me and it feels like a two-way discussion and you see me as a human being and you recognise and*

*understand the person I am. You have a humanity in a way that no other professional has had. You adapt to how I am so that I feel supported and I understand things and you are there for me as a person, not seeing me as just another case or number.”*

**2/ Women and girls felt they had more control over their lives.** Women and girls described moving from a place of helplessness and feeling out of control to feeling capable, in control and able to function effectively in the world around them. With this increased control over life came a markedly reduced sense of fear and anxiety. (See Box 2.)

*“[I] feel alive and it made my heart beat again. It made me feel alive, gave me purpose to live and made me realise I’m a strong person and worth it. It’s given me confidence and pushed me to boundaries I never thought I’d go to...”*

## *What this looks and feels like to women and girls*

# Confidence and Self-Esteem

### ***3/ Women and girls felt believed in and validated.***

For some women and girls who told stories, the grantee organisations were their first experience of finding someone who believed them when they explained the problems they were facing or simply took them seriously. Finally finding this was extremely important given the contexts of silence, isolation or distrust which many women had come from. Women and girls described how the support they received also gave them some kind of external validation about the problems they were facing, either by helping them understand the problem better, recognising that it was actually a valid problem or that the situation they were in was one they shouldn't have to experience. (See Box 3.)

*"I needed someone to believe me... I needed to be told what I was living with wasn't normal and that I could leave and have a different life."*

*"I felt listened to, trusted and believed. The organisation made me feel important and worthy... Talking and being understood made such a difference to me... I came to the organisation as a victim with secrets and shame and left feeling like a whole decent person who deserves happiness."*

### **Box 2: Regaining control through learning English.**

**Before...** "I always felt scared because I didn't understand what people were telling me and how to make things better."

*"She was very afraid and asked questions over and over again. Despite getting the same response, she was not comprehending the information... she would not look you in the eye even when you communicated with her in her own language... There were so many situations which she did not have control over, such as interacting with the school concerning her children's development, or basic situations like attending the local store and being able to locate and buy the items she required."*

**After...** "[Rosa-funded grantee organisation] have helped me ...improved my English levels. I am not scared of the school environment anymore; before, I was afraid when I picked my kids up in case the teachers or someone else wanted to speak to me. I can now speak to others with my head held high. No longer am I dependant on my husband to speak to others for me."

## What this looks and feels like to women and girls

# Confidence and Self-Esteem

### Box 3: Finding help after feeling isolated.

**Before...** “I felt scared all the time of what would happen when he came home. I felt like I couldn’t leave. I felt that no-one would be able to help me or want to help me. I felt there was nowhere for me to go. That I couldn’t speak out even if I wanted to try because he would find out and then I would get hurt even more. I felt he had destroyed every bit of my confidence. I felt very lonely. I felt I had lost all my hope and as though I had turned into a robot without any dreams. It felt like being in prison. I was petrified about what would happen when my children grew up and left home and it would be just him and me.”

*“[She] was in complete denial that there was abuse. She constantly looked at the floor and would shake her head all the time and constantly apologise and said sorry all the time. She only agreed to meet us because her support worker put a lot of effort into encouraging her to agree and because she was afraid for her children.”*

**After...** “[I] run my own home. I look after my children on my own. I am looking forward to the children growing up now because I can see there are so many things I want to do. I feel like I have got a life – it’s not exactly what I want but it’s getting there.”

*“She has survived extreme sexual abuse and domestic abuse... She is a complete inspiration to others. She battles with PTSD... but manages to put her children first and do everything she can to provide a good life for her children.”*

**4/ Women and girls developed a sense of moving forward with their lives.** When most women first made contact with grantee organisations, they tended to feel stuck in their lives which caused them to have very low confidence and self-esteem about themselves and their abilities. Through the support they received from grantee organisations to rebuild their confidence and self-esteem, women and girls described gaining a renewed sense of purpose in their lives - a sense of becoming ‘unstuck’ and propelled forward - and capable of moving on with life going forward, pursuing dreams and ambitions and fulfilling their expectations of themselves. This forward momentum was often in response to women and girls developing an increased understanding of themselves and their problems and the gaining the confidence to tackle them. (See Box 4)

*“I have managed to keep going but the Women’s Centre has helped pick me up and reassure me to keep moving forward.”*

*“I smile a lot. I laugh and feel I am motivated. I can see the world differently and I am motivated to get up in the morning and not be afraid of what is waiting for me.”*

## *What this looks and feels like to women and girls*

# Confidence and Self-Esteem

### **Box 4: Moving forward with optimism.**

**Before...** “I felt broken because I had tried getting help before. I always had a smile on and my make-up and hair done but inside, that wasn’t who I was. When you looked inside, you would see years of domestic violence and emotional abuse that had robbed me of any self-worth, confidence, love and friendships.”

*“I could tell... she had a lot of trauma to work through emotionally and mentally.”*

**After...** “The pretender I was before... well, she’s gone and good riddance! She has been replaced with a lighter heart and a person who’s a ‘go getter’, who wants to inspire others who are in the same position! I am happy. I trust people more now. I have confidence in making decisions for me and my family. I feel more satisfied with my life... I wear a genuine smile instead of a fake one. I’m more aware of my negative thoughts and try to turn them into positive ones. I am chasing my dreams and have completed a counselling course, a placement and got a job!”

*“She has accomplished so much since doing the programme and has been an inspiration to us and so many women. She is truly a more confident woman.”*

**5/ Women and girls became more proactive in seeking help and making their lives better.** Women and girls who had been supported by grantee organisations were often either previously unaware of the support available to them, felt they didn’t deserve support or were so isolated in their problems that they simply did not know how to find it. The help given by grantee organisations often turned this around by giving them the confidence to feel that they were worthy of help and to become more proactive in seeking it. (See Box 5.)

*“[Now] I ask people for help... we laugh more, we don’t feel scared. I feel like I have the confidence to go and do things and go to new places and speak to people. I never thought I would go into a place and ask for help, or live in a different place without him but I have.”*

## *What this looks and feels like to women and girls*

# Confidence and Self-Esteem

### **Box 5: Finding a voice to ask for help.**

**Before...** “I needed to find the right support. I need[ed] help in recognising what was actually going on. I needed someone to say: ‘this isn’t normal’, but everyone seemed too afraid to say it. They were all totally passive. Everything was frightening. I felt naive and vulnerable... I was totally confused – you think the system will look after you and I had Social Services, Police, Mental Health Services, a solicitor... and a Children’s Centre Support Worker all involved but I didn’t feel any safer... and n- one was stopping him. He was seeing me three times a week and using child contact as the excuse. Not one of the professionals told me I didn’t have to see him...”

*“She had very little confidence and was constantly doubting herself. She was excusing his behaviour and blaming herself for what was happening. She was contemplating returning to the relationship.”*

**After...** “I feel I can ask for help if I need it. I feel like I have found my voice and I have opinions and feel able to speak up for myself... I feel strong enough to face him in court and fight for what is right for my child and me.”

*“She is gaining strength all the time and her confidence is shining through. She has excellent insight into what happened to her and has processed and developed a really healthy understanding of what happened and how domestic abuse and sexual abuse disempowers and destroys lives.”*

## *How Rosa has supported change*

# Networks with other people

**All but one of the grantee organisations believed Rosa’s support had helped them enable women and girls to expand or strengthen their networks with other people.** The majority felt that Rosa’s support had helped them ‘a lot’ in this (24 out of 32). Grantee organisations emphasised two distinct ways in which Rosa’s support had enabled women and girls to achieve change in this area:

**1/ Deliberately supporting network development as a central aspect of the empowerment process.** For some grantee organisations, women and girls’ networks had been expanded through deliberate efforts to bring them together in groups. For these organisations, collective action and the sharing of ideas and experiences with others was considered a central aspect of the empowerment process which Rosa had helped to support. These grantee organisations had specifically designed services and activities which intentionally brought groups of women and girls together – or had consciously signposted them to spaces where this would happen.

*“Bringing groups of women and girls together to talk about personal issues that so many women have in common helped many of them to see that it wasn’t just them, which increased their confidence to see themselves as being part of a wider group of women rather than just being an isolated individual feeling bad about herself.”*

*“Women at [the] drop in (that ROSA has helped fund) find that with both receiving and giving support within the group and finding they share so much in common with other women, they feel they are valued, respected and so feel more confident and better about themselves.”*

**2/Enabling women and girls to develop their own networks.** In contrast, other grantee organisations had not used their Woman to Woman grants to intentionally bring women and girls together in groups and to explicitly attempt to strengthen their networks. However, they reported that they had witnessed women and girls expanding and strengthening their connections and relationships with others as a result of the increased confidence and self-esteem they had developed. In this way, Rosa’s support had been used indirectly to enable women and girls to explore new relationships and to participate in activities which strengthened their social and professional networks.

*“We don’t currently offer groups or peer support opportunities ... [however], our one-to-one counselling does help women improve their relationship/networks with others. In the past year, responses from evaluation forms show that 90% of women felt there was improvement in their relationships as a result of the counselling they had received.”*

*“Improvement in confidence/self esteem/wellbeing has enabled women to look outwards.”*

## *What this looks and feels like to women and girls*

# Networks with other people

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The stories of empowerment gathered by grantee organisations emphasised the significance of social and professional networks as both a part of the empowerment process and as a result of women and girls feeling more empowered. Further explanation of the importance of relationships of women and girls' relationships with others is presented below:

***1/ Women and girls developed a sense of community and belonging.*** Through support from Rosa's grantee organisations, women and girls explained they now felt less alone and had been able to reduce their feelings of isolation. Many described feeling like they could finally speak out and share their problems, ending the silence they had felt trapped in. Often crucial to this was their ability to make connections with other women and girls who were in similar situations to themselves and who personally understood their problems and feelings. This included being supported by staff and volunteers who had been through the same experiences as them, as well as women and girls who were accessing the same services.

Deliberate efforts to connect women and girls or even just helping them reach a point in their lives where they felt they could go out, connect with others and socialise, were crucial areas in which women and girls felt their lives had changed. Support from grantee organisations often gave women and

girls access to supportive relationships which, for some, was the first time they had experienced this. Such positive relationships were powerful for rebuilding women's trust and modelling the kind of relationships they could go on to have elsewhere.

*"In the absence of family support, being part of this is a network for me. It has become like my chosen family."*

*"They have introduced me to like-minded girls and I keep in touch with them. I see four of them and regularly... This helped me to grow my confidence because everyone in the room empathised with me and also shared my interests."*

*"I feel a sense of sisterhood with other disabled women from different generations and socio-cultural and economic backgrounds."*

*"I have so many friends I can talk to [since the programme]... I'm not alone. I have a support group that's there for me... I don't feel lonely anymore. I feel brave – and that's a big one for me. I really do – genuinely."*



## *What this looks and feels like to women and girls*

# Networks with other people

***2/ Women and girls felt better able to influence the world around them.*** Through increased and expanded networks, women and girls often described feeling more influential and better able to engage with the bigger picture around them. Women and girls often described feeling inspired to help others with similar problems and experiences. They tended to be keen to use their newly-found voices and increased contacts and networks to raise awareness about issues facing women and girls and support similar change for others. Some of the areas in which this was the case included hidden disabilities, domestic abuse and violence and career opportunities for girls. (See Box 6.)

*“Having the opportunity to blog has recently given me a voice. It’s a way to express things that matter to me in a way that I wouldn’t have been able to do before.”*

*“I talk freely about the bad side to FGM to people in the community – the pain I suffer, the nerve pain which many people suffer for FGM. I campaign against FGM now.”*

*“I contacted my local paper and told them about my story and how the centre had helped me because I want other women to know about it.”*

*“I can volunteer to help... and use my story to help raise awareness that this is incredible, as before I couldn’t say anything or speak out about my experiences at all.”*

### **Box 6: Emerging from a sense of isolation and shame.**

**Before...** “My voice will never be heard... I had experienced domestic abuse and domestic violence within an Islamic marriage. I was lost and... I found it difficult to express what I had endured... I was made to feel shame – shame for having a disability... I was forced to believe by the wider community that I needed to settle with whatever I got.”

**After...** “I am beginning to believe my ideas and this has helped me to think of ways to help others too... It has introduced me to several inspirational women and women who can help me see my vision to campaign for women’s rights to be inclusive of women living with disabilities from South Asian communities who are also Muslim... They have put me forward to include my voice in public spaces and contribute to government documents. For example, ... introduced me to a senior member of the British council with whom I was able to voice my concerns about the recruitment process for people with hidden disabilities... I won’t be silenced.”



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# ***Broader Influence***

***Influencing positive change for women & girls in the UK by increasing influence over power holders and within local communities.***

## *Broader Influence*

# Overview of Findings

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***Rosa has enabled most round one grantee organisations to exert at least 'a little' more influence over mainstream service providers, government and communities.***

As well as being asked whether support from Rosa had helped their organisation to support empowerment of the women and girls they directly worked with, grantee organisations were also asked whether their Woman to Woman grants had helped them achieve broader influence. The focus here was primarily on influencing local and national government and mainstream service providers, as well as communities.

Almost all grantee organisations believed Rosa's support under Woman to Woman had helped them have some degree of broader influence. However, while the majority of organisations believed Rosa had helped them 'a lot' in terms of influencing communities, most organisations felt Rosa's support had only helped them 'a little' in terms of influencing mainstream service providers and government.

The following sections present more detailed findings related to grantees' perceptions of whether – and in what ways - their organisations have used Rosa's support to become more influential. Alongside these findings are boxed examples from

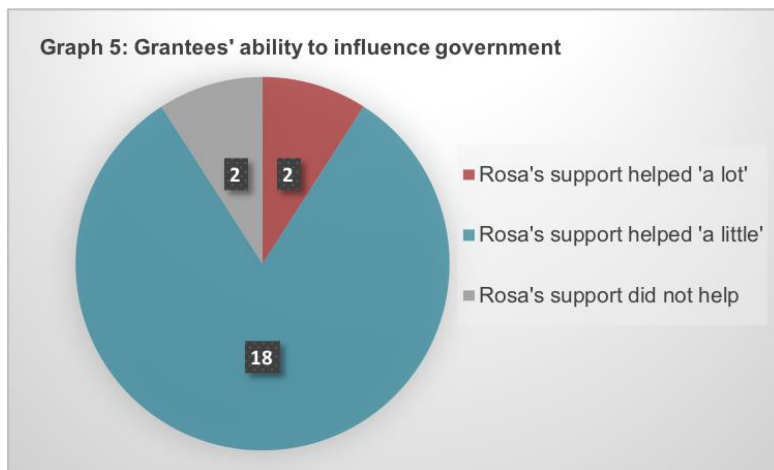
grantee organisations. Although these examples are not necessarily a result of Rosa's support under Woman to Woman, and may in some cases pre-date their grants, these examples help to illustrate the types of influence which grantee organisations have been able to achieve and which they believe Rosa's support has helped them to build on and continue.

## How Rosa has supported change & examples from grantee organisations

# Influence over Mainstream Service Providers and Government

**All but four grantee organisations believed Rosa's support had helped them exert some influence over mainstream service providers. Similarly, almost two-thirds of grantee organisations believed Rosa's support had helped them influence government.**

However, the majority of these organisations felt Rosa's support had only helped 'a little' in terms of influencing mainstream service providers (18 out of 32) and in terms of influencing local or national government (18 out of 32).



Grantee organisations which reported that their influence had increased under their Woman to Woman grants highlighted the following types of change as a result of support from Rosa:

**1/ Having increased time, resources and confidence to engage with others.** Grantee organisations highlighted the importance of having the resources to attend and host events in order to network effectively, make new contacts and create space for influencing to take place. Funding from Rosa was highlighted as enabling grantees to have the time and money to engage with others effectively. This included using Woman to Woman funds to participate in conferences and seminars to share the evidence and gain knowledge from others working in similar sectors. A number of grantees also explained the importance of having increased confidence to take a proactive approach in seeking to influence others.

*"We have] grown stronger as an organisation this year with a more secure financial backing and better structure, so this has given us a more confident and stronger voice to try to get service providers to support us... but there is still a long way to go."*

**2/ Influencing decisions about individual women and girls.** Grantee organisations believed they had been able to influence mainstream service providers or government in relation to change at an individual level, for example influencing decisions related to a specific case. Here, strong sectoral expertise had often been necessary for organisations to effectively advocate on behalf of the individual women and girls they worked with. A focus on influencing at this level is a likely reflection of the grassroots nature of many of the

## *How Rosa has supported change & examples from grantee organisations*

# Influence over Mainstream Service Providers and Government

organisations which Rosa supports. They highlight the importance of holding mainstream service providers and local authorities to account for meeting their obligations (see Box 7).

### ***3/ Influencing decisions which directly affected their own organisations.***

Grantees explained the importance of their Woman to Woman grants in helping them raise awareness of their organisation and the work they do, in particular so they were in a stronger position to develop relationships with others. A number of grantee organisations placed an emphasis on influencing specific decisions of mainstream service providers and government in ways which directly affected their own organisations, rather than the wider agendas of mainstream service providers and government. As such, there was a heavy focus on influencing funding decisions by developing compelling applications and influencing other organisations and agencies to refer women and girls to them.

*“Through increased partnership-working and awareness-raising, other service providers have become aware of the support we offer and have referred clients... This is evidenced in our statistics, which show a wider range of referrers.”*

*“We have received referrals from service providers into this project as a result of raising awareness so that professionals who encounter the issues of sexual abuse... recognise it better and seek additional help for them from our organisation. Without the funding... there are a number of referrals we would not have received.”*

### **Box 7: Ensuring a local authority meets its obligations to a woman.**

“The Housing Department at [our] Local Authority had previously denied assistance to one of our young women who was in unsafe accommodation, causing repercussions to her mental health that may have resulted in return to self-harm or suicidal ideation. Even when she attended with her mental health key worker, they still denied that they could assist her. We knew that this young woman fitted their vulnerability criteria of prioritisation, we knew that they had a duty to offer Discretionary Housing Benefit, but they were in denial of being able to do anything to help. We knew that for this woman to remain where she was would be highly detrimental and high risk for her. We wanted them to understand the complex needs, risk and vulnerability of this woman in our community. Using the expertise and knowledge of our ex-Housing Officer Project Lead, she accompanied the woman back to the Housing Department and advocated on behalf of the woman outlining their obligations, responsibilities and provision of service to a woman who had multiple vulnerabilities.

“Discretionary Housing Allowance was paid in advance and was continuously provided to [the] woman. The Housing Officer took a completely different approach when confronted with an ex-Housing Officer who knew the legislation, policy and practice requirements, and so clearly stated this knowledge. It meant that when a similar situation occurred, [we] could offer similar assistance, thereby ensuring that our women receive what they should receive.”

## *How Rosa has supported change & examples from grantee organisations*

# Influence over Mainstream Service Providers and Government

**4/ Some grantees had influenced other organisations' perspectives.** A smaller number of grantee organisations had also used resources under their Woman to Woman grants to create greater awareness of issues related to women and girls' lives and to influence other organisations' perspectives on how they should be addressed. These efforts by grantee organisations related not only to influencing mainstream service providers and government, but also other women's organisations. (See Box 9.)

Several grantees provided tangible examples of having achieved broader influence on power holders. These examples emphasise the importance of engaging with a number of organisations in order to influence change, as well as the value of identifying champions to work with. (See Boxes 8 and 10.)

*"We have been present on three new inter-agency forums as a result of the Rosa fund, which means that we making small differences to local social police and services."*

*"We are part of the local changes and have been invited to be a key member of the Advisory Board for the IPEH Hub for the area - this means we are helping shape future services."*

*"We have been able to make more cases to service providers to change and influence their systems to reflect the needs of the local hard to engage women and girls."*

### **Box 8: Gaining Local Authority support for eradicating FGM.**

"[We were] working towards eradicating FGM and [needed to] carry... the council along as we needed a local backing. [We wanted them to] declare zero tolerance for FGM. We organised a very successful conference on FGM. From the conference, we met an influential person who has now become one of our FGM champions. She was the one who tabled the motion to all elected members at a council meeting when the issue was presented. It was unanimously supported. We took this step when we realised that we needed local support to win the war against FGM in the city. We were 100% successful because the council officials, including the chief executive and senior police officers and other dignitaries signed the pledge at the city hall on 6/2/2017. [The city] was declared 'zero tolerance for FGM'. Girls at risk of FGM are now taken care of. Social services and police refer families at risk to us for support, training and awareness raising."

# Influence over Mainstream Service Providers and Government

## **Box 9: Raising awareness among other women's organisations.**

"[We] wanted other [women's] organisations to acknowledge and be aware of the difficulties many BME women and children face and the lack of specialist resources available to them. [We] wanted to be able to work with others and liaise with them, so that we were able to assist them in providing tailored services but to also make the appropriate referrals should we [feel it] necessary and helpful to the women we support.

"[Our] approach of influence was through the incredible work we do to help BME women and children. Other agencies and organisations became aware of this through clients and colleagues alike. It is very important that an organisation leads by example and influences by example. We believe [we were] able to do this with care, passion and enthusiasm but above all, through hard work and dedication to improving the lives of women and children.

"[We have been] able to empower and create a dialogue around the importance of an organisation which catered to and provided a specialised and tailored support to BME women and children. [We have also created] awareness of the needs of BME women and children in an area where this type of serves did not exist. [We've been] able to measure success by the number of organisations who have reached out to and requested assistance and who are interested in working with [us] to combat abuse and hardship towards women and children."

## **Box 10: Diverting women away from the Criminal Justice System.**

"According to the Prison Reform Trust, most women entering prison under sentence committed non-violent offences. Thefts account for about half of all custodial sentences given to women. Of the female population in prison, 53% report experiencing emotional, physical or sexual abuse as a child. The reasons behind offending behaviour are complex and can include domestic abuse, coercive control by partners and family members, mental health, substance misuse and poverty. We were successful in securing funds from the... Police and Crime Commissioner to develop [our] Retail Divert Scheme... [which] has highlighted a link between shoplifting offences and being a victim of domestic abuse. [The police now] see that making a referral means the theft is an opportunity for them to safeguard domestic abuse victims.

"We were invited to discuss [the] Scheme with representatives from the Ministry of Justice. We were also nominated for a Community Award 2017 and attended the Policing the Community Conference at the Kings Fund in London. Our organisation is part of [a] Women's Support Alliance alongside other mainstream service providers in different areas providing community-based support and interventions for female offenders. There is now intention that this type of divert scheme will be rolled out across four Women's Centres. The scheme has also enabled us to develop our network with the Private sector retailers, which will hopefully enable more joint working and could offer potential for developing work placements for women who use our centre."

## *How Rosa has supported change & examples from grantee organisations*

# Influence over Mainstream Service Providers and Government

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### ***5/ Developing and maintaining engagement with local councils and MPs, but with limited influence.***

A minority of grantee organisations also highlighted that support from Rosa had helped them either develop or maintain engagement with local councils and MPs, although it was not always clear whether this had led to any influence on their thinking and decision-making.

*“[Support from Rosa] has enabled us to better engage with... [the] Council on all our projects and campaigns. It has boosted the profile of gender and environmental issues in the local area and how these need to be addressed together. We have made good links with the GLA Environment Committee who are keen to hear about grassroots action and projects.”*

*“Our partnership-building has included meetings with local politicians and has resulted in better relationships with the town council.”*

*“We have... continued to maintain relationships with our local councillors. We hold an active place and provide a strong voice on the local domestic abuse forum.”*

*“We have been the Mayor[’s]...chosen charity for 2017-18, which has increased awareness at a local government level.”*

***6/ A small number of grantee organisations had started to co-ordinate efforts with others to engage with change at regional and national levels.*** Although very limited, there was also some indication that through coordinated efforts with others, a smaller number of grantee organisations had started to engage with change at a regional and national level.

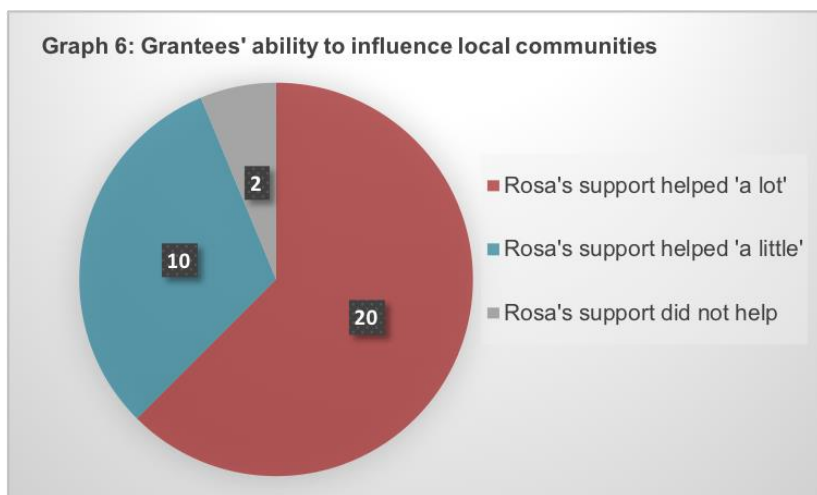
*“We have contributed to the National Rape Crisis information requests who lobby at a national level.”*

*“We are a member of Women First which champions women’s needs on a local and national level.”*

## How Rosa has supported change & examples from grantee organisations

# Influence within Communities

**All but two of the grantee organisations believed Rosa's support had helped them have greater influence within communities.** Almost two-thirds believed Rosa's support had helped them 'a lot' in this area (20 out of 32).



Grantee organisations underlined Rosa's support in relation to the following:

**1/ Influencing women and girls' families.** While many grantee organisations appeared to focus on engaging only with women and girls as potential direct beneficiaries of their services and support, some grantees also placed an emphasis on working with their families more widely. These organisations

placed importance on working not just with women and girls in isolation, but with others who influence decisions about their lives and the opportunities available to them. (See Box 11.)

### **Box 11: Working with teenage girls & their parents.**

"The aim of our Academies was to influence teenage girls, encouraging them to consider a career in technology to reduce the gender imbalance in the sector in the future. We also influenced their parents in a less direct way, by asking them to encourage their daughters to consider a career in tech. We wanted both the teenage girls and their parents to see that the tech sector holds an abundance of opportunities.

"We influenced them through our eight-week programmes led by industry professionals. At the final week's celebration event, we gave a presentation to both the girls and their parents to explain why it's important and highlight the girls' journey over the eight-week period. This event in particular seems to have a big impact on parents who were positive afterwards.

"We... have received incredibly positive feedback from both the girls and their parents... at the final event. Many of the girls have now stated that they wish to pursue a career in tech and many of them have carried on doing further extra-curricular activities. We have mobilised a community of confident girls to go forward and thrive!"



## *How Rosa has supported change & examples from grantee organisations*

# Influence within Communities

**2/ Raising the profile of their organisations.** Grantee organisations also underlined the importance of wider community engagement in terms of raising the profile and visibility of their organisation, the issues they work on and the work they do. Indeed, some grantee organisations had used their Woman to Woman grants to support activities in this area. This tended to have an emphasis not only on publicising any services they offered, but on strengthening their perceived credibility and reputation. This appears to have been motivated in many cases by practical ambitions to strengthen local fundraising for their organisation, to encourage greater uptake of their services by women and girls and to secure access to community resources and spaces. (See Box 12.)

*“[T]he organisation has been able to get a good reputation and trust within our BME community as a result of Rosa grant.”*

There were far fewer examples of grantee organisations attempting to more actively engage communities in issues related to women and girls and attempting to more fundamentally shift attitudes and behaviours and influence social norms in support of women and girls’ empowerment. However, there were a few exceptions to this, in particular in relation to FGM/C, domestic violence and issues related to where some grantee organisations had proactively engaged with communities to influence awareness of issues and, in some cases, influence attitudes and behaviours.

### **Box 12: Raising our profile in the local community.**

“We wanted to influence the general public... by raising awareness of the services offered... in their local community. We wanted to reach more women in this area that may otherwise not find the specialist support offered by our service to help survivors of sexual abuse improve their lives. We wanted women in need of our services to find us approachable and take the information necessary for them to make an informed choice in asking for our help. We also wanted the public to learn and believe that sexual abuse exists in its community and support the work of our charity by buying raffle tickets to increase our funds. [We] participated in [a] community foundation car raffle...[and d]emand for our services has increased... as more people are becoming aware that [we are] serving this area. The day after raffle tickets had been sold [we] received a large monetary donation from a charity that gives its support to women’s organisations but not previously to us. We believe that we successfully raised our profile by making direct contact with the public.”

*“We advertised our... programme through a range of local community and women’s organisations. This has helped to raise the profile of feminist and environmental issues amongst local communities. It has also helped to make the case to include new voices in the environmental and women’s movement.”*

*“Indirectly, Rosa has helped [us] influence local communities as Rosa funds [our] drop-in which attracts many members who go on to take part in [our] wider work... such as campaigning... lobbying local MPs, doing talks at conferences... and at community events to raise awareness and understanding.”*

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# *Reflections & Lessons*

*Funding work which changes women & girls' lives*

# What to fund

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**Evidence gathered from the first year of the Woman to Woman fund has emphasised a number of areas where Rosa's support appears to have been particularly crucial – and where Rosa's efforts could increasingly be focused in order to maximise impact on women and girls' lives. Some of these points relate to funding certain types of organisations while others focus on specific types of initiatives and activities.**

**1/ Funding organisations that use tailored and personalised approaches to change women and girls' lives.** The ability of organisations Rosa funds to make changes in women and girls' lives seems to be due, in part, to grantee organisations' abilities to tailor agile support to women and girls' individual complex and multiple needs. This means each woman or girls' needs are listened to, taken seriously and addressed. This is in contrast to organisations that take more of a standard 'one size fits all' approach to service delivery. Grantee organisations were perceived to be different from other types of support in that women and girls felt known and understood for themselves rather than only their experiences, felt more connected to potential solutions rather than problems, felt they were treated more like a real person than a 'case number' and listened to rather than 'assessed'. This type of support was very important to women and girls who described 'finally arriving' in terms of receiving the help they had always wanted and needed, especially for

women who had come to grantee organisations along a meandering path of support from other organisations and services.

**2/ Funding new ideas which grantees are trying to pilot.** Some grantees had used Rosa's funding to develop new resources and tools or pilot a new service. Funding for new ideas and materials was considered to have been particularly important by some grantee organisations, as it gave them a chance to be more innovative and see whether their ideas had potential. It also enabled them to use their experience to go on and seek further funding from other donors.

**3/ Funding initiatives which enable women to build connections with each other.** While meeting women and girls' tangible practical needs is clearly very important, it is the bridge this provides women into connecting with each other that seems particularly important in helping them make the shift into changing their lives. As such, connecting women appears to be hugely important to promoting positive change.

**4/ Funding core costs, including staff time.** Funding for administrative and other staff salaries appears to have been a strategic investment for many grantee organisations. This has enabled them to expand the range of services they provide and the numbers of women and girls they have the capacity to reach. Crucially, however, it also appears to have enabled

# What to fund

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organisations to invest in strategic areas of work, including evidence gathering and networking and has freed-up senior staff and trustees to focus on more strategic rather than day-to-day operational activities.. This included strengthening internal structures, policies and accountability mechanisms. Rosa's willingness to fund core costs was considered to have been particularly important among organisations which struggled to secure core funding from other sources.

**5/ Funding efforts to promote the sustainability of grantee organisations.** Many grantee organisations believe that Rosa's support has played an important role in helping them to secure additional funding from other sources. In addition, funding for staff training, the development of new resources and tools, systems or policies has been useful for building organisational capacity in ways which promote sustainability. However, there appears to have been less of an emphasis in the first year of Woman to Woman on explicitly strengthening the governance capacity of grantee organisations. For grantees who did feel their governance capacity had increased through Rosa's support, this was an important aspect of strengthening their organisations and for small but growing organisations, it is particularly important to ensure governance capacity keeps pace with increasing operational capacity.

**6/ Funding efforts to encourage grantee organisations to feel part of a broader movement and be better able**

**to influence change.** Grantee organisations placed considerable emphasis on the value of feeling part of 'something bigger' through their support from Rosa. Here, networking events were particularly important in terms of sharing ideas and lessons. Many grantees underlined the impact these had on their confidence to proactively engage with others. Many grantee organisations have been seeking to influence others, including mainstream service providers, government and other women's organisations, as well as local communities and the families of the women and girls they work with. However, there is a sense of unfulfilled potential in terms of grantee organisations, even at the grassroots level, seeking to influence the wider agendas of the organisations they engage with and to contribute to attitude and behaviour change.

**7/ Funding efforts to gather and use evidence more effectively.** Grantee organisations underlined the importance of developing new and better ways to collect evidence of their impact. The use of this evidence was considered important both in terms of internal learning and the strengthening of services so they were relevant, appropriate and effective, and also to convince funders of the value of their work. Capturing evidence through improved data collection is an area where grantee organisations believed Rosa's support had been helpful and there appears to be a clear appetite for further support in this area, including in relation to the effective use of evidence to influence others.

# What to fund

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**8/ Funding for longer periods of time.** Most grantee organisations commented that longer funding streams would enable more continuity and consistency in their work, especially in terms of meeting the needs of individual women and girls. Many grantee organisations were working with target groups of women and girls who it can take time to engage with, which can ‘slow’ down interventions or mean they are punctuated by stops and starts. In addition, grantee organisations were often dealing with deeply entrenched issues that are not solved quickly or easily. For example, they were helping women and girls who were emotionally and mentally scarred and would take time to heal. The rarer examples of where women and girls were helped quickly were usually connected to situations where they needed a very specific form of information, knowledge or a skill which could be delivered in a one-off intervention. The desire for longer funding streams was matched by a general desire among grantees for a closer and longer ‘partnership’ with Rosa in order to strengthen a sense of common purpose and movement building among organisations.

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# *Annex: Rosa's Monitoring, Learning and Evaluation Framework*

# Rosa empowers women's organisations by making them stronger and more effective at contributing to positive impact for women and girls in the UK

Rosa meets the practical and strategic needs of women's organisations so they can function more effectively and increase their impact:

## Women's organisations are more sustainable

- Greater confidence in the future sustainability of the organisation
- Increased funding secured

## Women's organisations have more effective leadership

- Greater capture and use of information about issues facing women and girls
- Clearer strategy and governance

## Women's organisations are part of a stronger movement

- Stronger alliances and coordination with other women's organisations
- Increased recognition of being part of a movement and having a voice within it

Through Rosa's support, women's organisations meet the practical & strategic needs of direct beneficiary women & girls:

## Women & girls are equipped to meet their practical needs

- Better access to information, resources & services
- Increased practical knowledge & skills

## Women & girls achieve positive change within themselves & with others

- Increased confidence and self-esteem
- Expanded & strengthened networks with other people

Through Rosa's support, women's organisations influence positive change for women & girls in the UK:

## Women & girls benefit from positive action by power-holders

- Increased influence over the attitudes & behaviours of power-holders

## Women & girls benefit from positive action within communities

- Increased influence over attitudes & behaviours within local communities

Empowered women & girls through equal voice and participation; safety and freedom from fear and violence; good health & wellbeing; and economic justice

Positive social, political & economic impact for the UK

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