

Project Redwood

Measuring Success



Project Redwood – Project Reviews

- Project Redwood has now successfully distributed a significant level of financial support to projects that are aligned with mission - “to our alleviate poverty”
 - \$1 million in funding
 - 30 distinct projects
 - Broad spectrum of initiatives
 - Education, water quality, food production, housing, micro business support,
 - Multiple countries
 - 15 project sponsors
- The board has expressed a desire to independently assess the extent to which we are being successful
 - Meeting our mission
 - Supporting the grantees
 - Supporting the project sponsors
 - Meeting the desires of the Partners (the class of ‘80)



Multiple measures of success could be used for each of the four primary success components

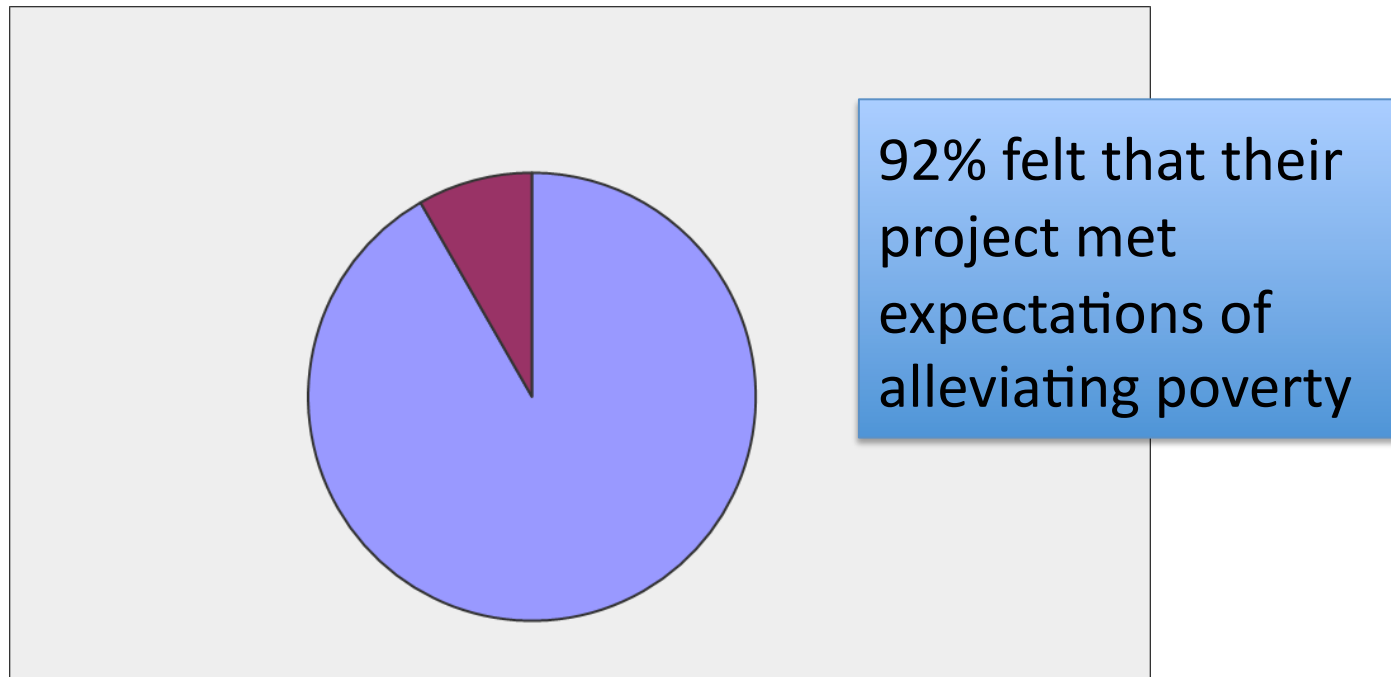
- Fulfilling the mission: “alleviating poverty” – absolute and against projections
 - Number of lives touched
 - Number of lives saved
 - Level of improvement in quality of life
 - PPI index progress
- Supporting the grantees
 - Grant size relative to their budget (did we make a material difference)
 - Level of non-financial support provided
 - Did we keep our promises?
- Supporting the Sponsors
 - Did the process works smoothly?
 - Did the process add value to the sponsors efforts
 - Do you view this as an attractive process that you want to do again?
- Meeting the desires of the Partners
 - Extent to which we can see that we are making a difference
 - Efficiency with which the money is distributed (expense ratio)
 - Level and consistency of involvement (financial and time commitment)
 - Some form of “satisfaction statement” (survey?)

Each component of success needs to be addressed independently



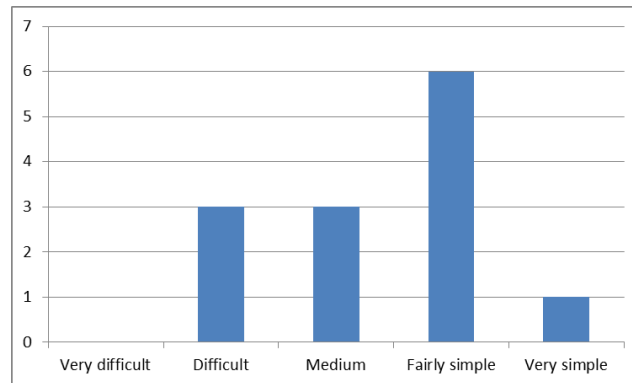
Sponsor success was the easiest to measure
13 Sponsors responded – and you were pleased

Did your project meet your expectations against the mission of alleviating Poverty?



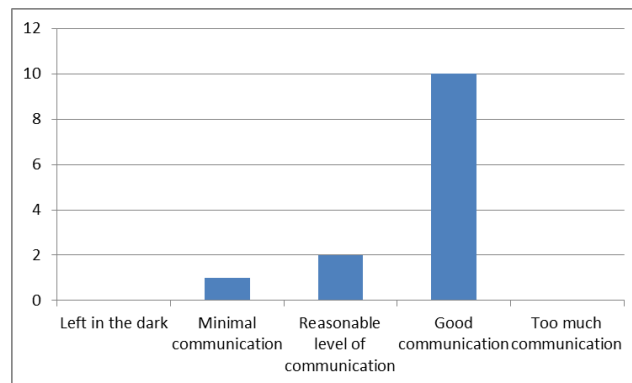
The process of getting the grant has some complexity, but PRW keeps Sponsors well informed

How difficult was the PRW Process?



I loved the whole process of working with the applicant organizations to identify and refine their projects. I did find the Q&A period after submission of applications to be somewhat time- and energy-consuming, but I and the applicants all understood very clearly how important this part of the application process is. And we learned a lot as we worked through the questions from the GRC.

How well did PRW communicate?

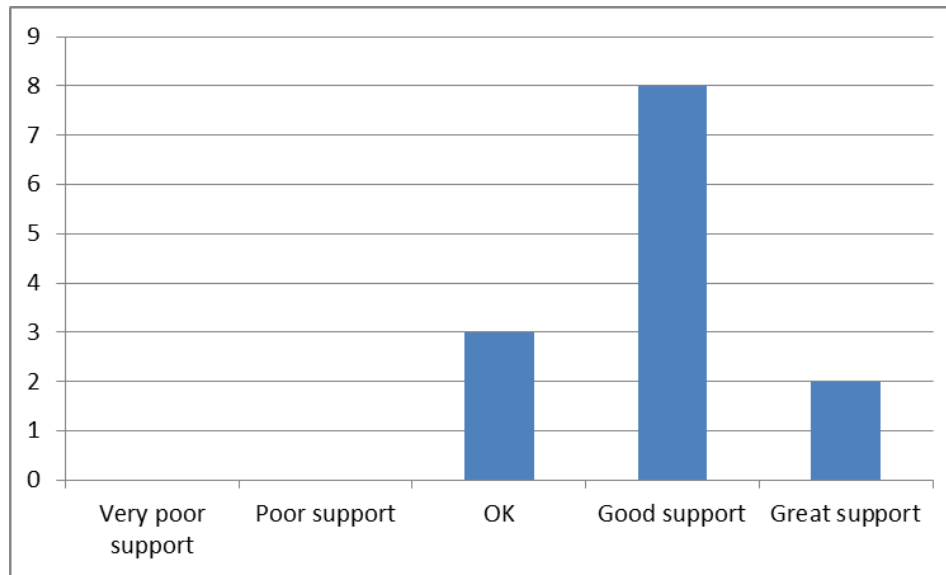


The review committee is excellent in mapping out the requirements and being responsive to questions

Very good communication throughout the process in each grant year - 2 unsuccessful, 4 successful. Just as informative and insightful in failed years as in successful years.

The support PRW provides is well appreciated (Sponsor)

Rate the PRW support you received



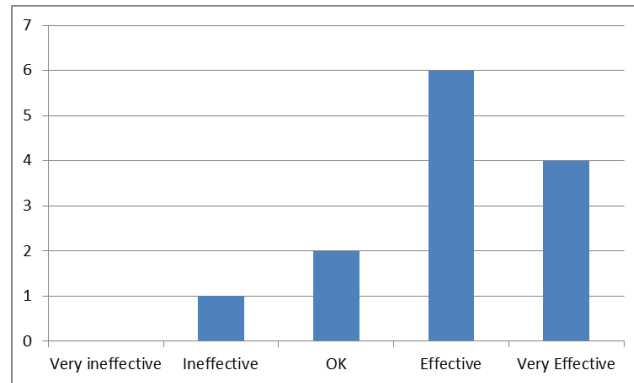
Great attitude by PRC members in trying very hard to truly balance the many issues involved in making a decision of which projects to fund and which not. After grant is given, a bit stronger connection to project could be of assistance

Support was good - in fact great after we had a problem



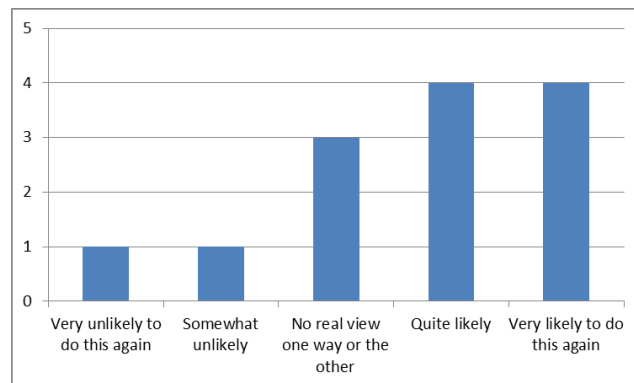
Effectiveness of PRW and excitement for Sponsors to do it again

Effectiveness to fund Poverty Projects



Effective yes -- but very competitive and very time consuming
Grantees receive a great deal of coaching in the application process itself. The potential for networking with other PRW grantees is also a powerful opportunity
Let's face it -- \$15-25K grants aren't going alleviate poverty anywhere. However, it appears that they can make a serious positive difference in small communities..

Excitement to do this with PRW again

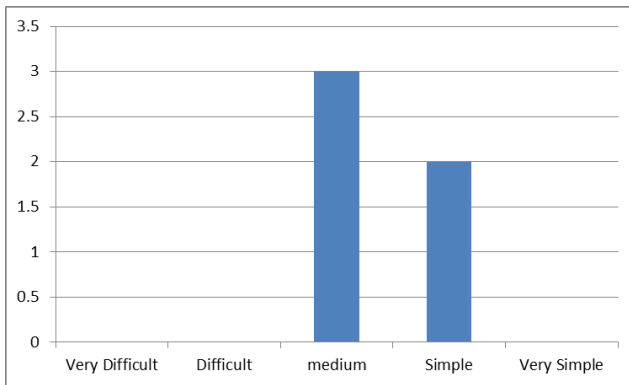


I love what PRW started out to be, what it has become so far, and what its future portends for our own class's successful "giving back" and as a model for other like-minded groups. I'm grateful, as always, to be a part of PRW and our class.

Not sure I would use PRW as the vehicle -- want to let other sponsors get a crack at this.

Fewer Grantees responded – but generally positive Grantee ease of working with PRW

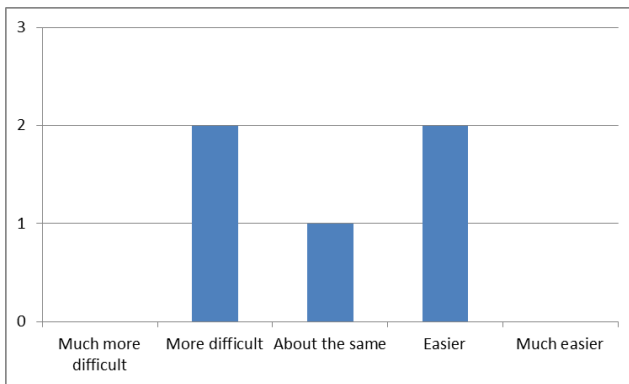
Ease of working with PRW



PRW's grant application process is very thorough: the application form and the questions that follow analyze the project in a very comprehensive and detailed way.

The follow-up questions required an extra step, though I completely understand why you ask them and frankly which more foundations did.

Relative to other foundations



The involvement of a "sponsor" for the organization is unique. None of the other foundations we work with have that...pretty complex organization and relationship:

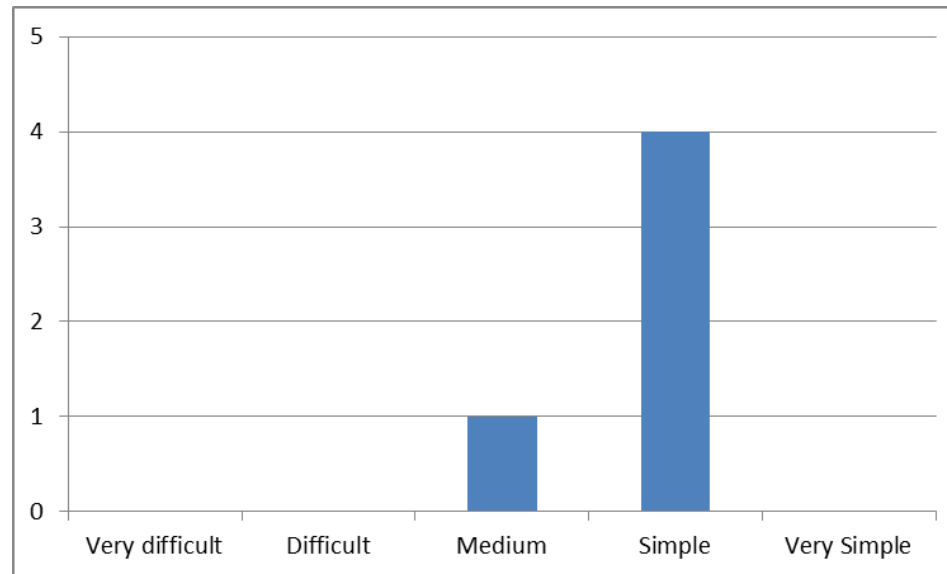
The level of detail you require is higher.

less bureaucracy, greater transparency, open dialog



Grantee view of reporting requirements of PRW

Complexity of PRW's reporting requirements

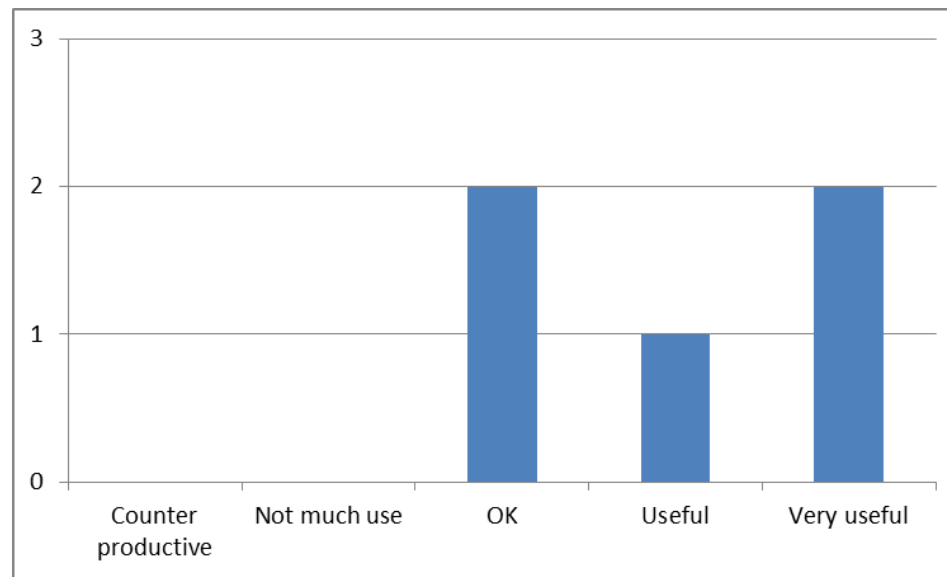


- Interim and final grant report are common practices. PRW grant report questions are very standard
- straight forward, to the point, brief, time saving
- Since we produce monthly internal reports on one of the projects it would be easier to just send those reports rather than fill out a PRW form a few times a year. The mid-year report early in 2012 was confusing to complete



Non financial support from PRW was useful to Grantees

Value of Non Financial Support from PRW



What was most useful to you?

- Introduction to other organizations.
- Business modeling and trouble shooting.



How well do we fulfill the mission: “ to provide funding, expertise and connections to social entrepreneurs who address the challenge of global poverty” ?

- Probably the hardest component to measure, because there are no easy ways for us to evaluate the impact of actions across vastly different projects. Challenges include:
 - Inability to use a common definition of “poverty” across geographies
 - Relative benefit of “lives touched” versus “lives saved” – is our work more valuable for those further below the poverty line
 - Short term versus long term benefit
 - Relative value of helping many people a little bit, or helping few people a lot
 - Etc...
- The measurement challenge is further compounded because success is somewhat subjective, but needs to be measured “in country”, and evaluators will inevitably apply different standards to the measurements
- Some indices exist (e.g. PPI), but would require non trivial investment of time, in country, in order to capture the data



An approach to measuring value – asking for, and capturing rich information from the grantee

- The following slides show the information provided by one grantee (DIG), describing the impact of the project that has been supported by PRW
 - Not immediately clear to me as to whether the information relates to all that DIG does, versus the projects that we have supported
 - Ideally the questionnaire should be followed up by an interview
- A standard set of questions such as these could be used to build a library of “results” stories
- Each will be unique – I don’t think we can use a common metric to measure the impact that we are having
 - But we need to have the stories
 - And they should be compared back to the objectives described in the grant application process



Grant Effectiveness, an example – Project DIG

Direct Impact

Measurement	Measurement Type	Comments
People directly affected	<ul style="list-style-type: none"> Number of people directly affected by your project. Manner of impact 	<ul style="list-style-type: none"> Number of people with direct interaction, e.g. people trained, farmers benefitting, people with clean water We recognize that there is no common definition of people directly affected, so please provide as much detail as possible describing the type of impact that was made possible by the grant Ideally, where the project has been in place for a number of years, please provide estimates of how this has changed over time Where possible please compare with grant application estimates of the level of impact
Rating	5	
Comments, substantiation	<ul style="list-style-type: none"> 57 members of LCA-affiliated groups trained in sustainable agriculture through the six-month Farmer Field School (FFS) program 65 farmers from Lwala community trained in sustainable agriculture through the six-month (FSS) 25 members of the Lwala youth group trained in poultry with 200 layers 28 participants in the FSS and 58 community members established or improved home gardens covering more of their families' dietary needs & generating income from sales of excess produce (86 farmers) 2 school gardens established at local primary schools and are training more than 500 students. Sales of the produce are being used to support vulnerable children in the school 17 community groups with 15-20 members, have formed as a result of various DIG programs and are working on group farming plots (≈290 farmers) 6 nutrition trainings have reached more than 200 people from various groups, including Farmer Field School participants, hospital clients, HIV services clients, and community health workers 937 Farmers/Children/PLHIV Directly Affected 	

Grant Effectiveness, an example – Project DIG

Indirect Impact

Measurement	Measurement Type	Comments
People indirectly affected	<ul style="list-style-type: none"> Estimated in years 1,3,5 	<ul style="list-style-type: none"> How many people received significant indirect benefit from the grant. Here we are looking for some sort of measure of extended benefit of the project – e.g. if the project was to help establish a farming business, the farmer would be the direct beneficiary, but his/her family would be the indirect beneficiary
Rating	5	
Comments, substantiation	<ul style="list-style-type: none"> Developed a regional program to expand community outreach, training, and follow-up to the entire Lwala area through the training of 8 regional representatives (RR). 8 RRs are responsible for 40-75 Farmers plus their families (a family size averages around 4-5). Total indirect beneficiaries from the Community Outreach are approximately 2,400 people. Farmers trained in our FSS who started a home garden are beneficiaries however we did not count their families who will benefit from the produce and increased income. Indirect beneficiaries from the home garden program are approximately 86 farmers times 4 family members = 344 people. We have seen a huge change in agriculture practices from community groups doing group plots, to neighbors imitating and learning from farmers who were trained in DIG's FFS. However, it is hard to put a number on how many people have change practices and are producing. The closest we can get is by averaging the number of people trained by FFS participants at their homes. 86 Farmers training on average 5 neighbors/friends who live nearby; total 450 people. Our best estimate of indirect beneficiaries not including our direct beneficiaries is 3,194 people 	

Grant Effectiveness, an example – Project DIG

Level of Primary Impact

Measurement	Measurement Type	Comments
Level of primary impact	<ul style="list-style-type: none"> 1-5 ranking on level of “life saving/life changing” “5” is lifesaving, “1” is a minor improvement in quality of life 	<ul style="list-style-type: none"> This is a very hard characteristic to measure. We are trying to determine whether you think that the grant an a life changing impact on a few people, or did it deliver a lower level of benefit across a broad group of people Make an estimate of what you think has happened, and explain the rationale behind your rating
Rating	3	
Comments, substantiation	<ul style="list-style-type: none"> While we are very satisfied with our current achievements of the project in the first year, more is required to meet the ultimate goal of economic empowerment of community members through agriculture. Directly affected beneficiaries have increased their income but only slightly. We have seen our beneficiaries grow in their understanding of nutrition, food and how it affects their health. However, there is still much need for further health communications around the value of diverse foods and infant and young child feeding practices. For this project, we have seen a mid level benefit across a wide community. The community has been very motivated by the project and it is possible that 3 years down the line we could see a higher level of impact. 	

Grant Effectiveness, an example – Project DIG

Sustainability of Impact

Measurement	Measurement Type	Comments
Degree of sustained impact	<ul style="list-style-type: none"> • Subjective hi/med/low • With description of why you have given this rating 	<ul style="list-style-type: none"> • For those projects that were implemented 3 or more years ago, how well have the benefits been sustained over the longer time horizon • Signs that the project is self-replicating – can now be extended to additional groups of people at a lower cost would be great to see •
Rating	High	
Comments, substantiation	<p>Rating is High because our program stresses and has demonstrated success in sustainability, skills transfer, host ownership, and replicability. Here are three project examples that still ongoing and growing:</p> <ul style="list-style-type: none"> • Jinja, Uganda (community project)- Started in 2008 to developed 4 facility gardens that have since expanded into over 500 individual home and community gardens throughout the area and have impacted over 824 people living with HIV, 1,936 youth and orphaned and vulnerable children, and 208 widows. There is currently over 10 acres of land in the community that are being cultivated by DIG trained community groups • Migori, Kenya (school project)- DIG developed a school garden at the WISER Girls School for the first class of students (36 female students) in 2009. Our garden has grown with the school and has now provided over 20,000 school meals improved with nutritious fruits and vegetables and over 130 students have learned the skills necessary to develop and maintain DIG's gardens in their families' homes. Additionally, the school just hired another gardener to their agriculture team just this last quarter. • Dakar, Senegal (hospital project-not funded by PRW)- The Fann Hospital Project was DIG's first project in 2006. The site is still ongoing and producing 3,600 kgs (7,920 lbs) of produce per year to feed in-patients. 	



Grant Effectiveness, an example – Project DIG

Project Completion Effectiveness (1)

Measurement	Measurement Type	Comments
Project completion effectiveness	<ul style="list-style-type: none"> 1-5 scale on level of project execution “5” is we fully achieved all the objectives , “1” is we failed to achieve the objectives 	<ul style="list-style-type: none"> Did the project achieve the specific near term objectives outlined in the project application (school built, water pumps installed, people trained, etc.) Compare performance against the grant application objectives Highlight areas where the project achieved benefits that were not anticipated in the initial grant application
Rating	4	
Comments, substantiation	<p>Use DIG’s Garden Manual and protocol to train school and community leaders in the skills necessary for succeeding in their own micro gardens</p> <ul style="list-style-type: none"> We had great success and the manual led us to developing a much more structured training and eventually the Farmer Field School (FSS). The FSS was successful in not only training but also have developing community interest around sustainable agriculture. <p>Identify and successfully train 1-2 Garden Leaders per site who would 1) develop their respective demonstration garden using the Garden Manual 2) develop extension garden projects within the larger community and 3) facilitate garden demonstrations at other sites using the Garden Manual</p> <ul style="list-style-type: none"> We trained our new Kenyan Program Manager, a local community outreach trainer and two school garden coordinators using the manual. At Lwala, our training, community outreach and the two school projects have been our most successful site, in part because of the manual and formalization. <p>a) Liaise with local health (Nutrition, HIV/AIDS, etc) entities to coordinate trainings/outreach b) Conduct trainings on nutrition in conjunction with garden harvests using DIG’s Nutrition Manual c) Conduct cooking courses in conjunction with garden harvests and corresponding nutrition trainings using DIG’s Nutrition Manual</p> <ul style="list-style-type: none"> We organized trainings with CMED (local Ag NGO), Minsitry of Agriculture, Ministry of Health, and a Local Bank for a training on savings/money management. We conducted 6 nutrition trainings reaching more than 200 people from various groups, including Farmer Field School participants, hospital clients, HIV services clients, and community health workers We conducted over 5 Cooking Courses for 100 people as well as several cooking courses with the hospital kitchen staff on how to integrate vegetables from the garden into their meals We are still developing a curriculum for the nutrition courses and cooking courses that will be used in our next projects <p>Integrate agriculture and nutrition programming into the respective school curriculum using DIG’s Garden and Nutrition Manuals</p> <ul style="list-style-type: none"> We worked with two school had set up large demonstration sites. Kuna Primary School is developing an early child feeding program with the produce. Kuna Primary School has also developed class leads from each of their classes to manage the garden and train students as well as parents. Kameji Primary School has integrated the garden into their curriculum as well and has agriculture courses daily. 	

Grant Effectiveness, an example – Project DIG

Project Completion Effectiveness (2)

Explore potential cooperatives for income-generation projects from surplus produce and other possible income-generation projects

- We are attempting this for the year two; however, we are currently short on funding to complete the full scale up of cooperatives so we are working with a few different foundations to try and raise funds as well as scaling back our phase two and relying on in-kind staff time from our host site.
- well as several cooking courses with the hospital kitchen staff on how to integrate vegetables from the garden into their meals
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Integrate agriculture and nutrition programming into the respective school curriculum using DIG's Garden and Nutrition Manuals

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Grant Effectiveness, an example – Project DIG Recipients versus surrounding population

Measurement	Measurement Type	Comments
Difference between recipients and surrounding population	<ul style="list-style-type: none"> • Subjective hi/med/low • With description of why you have given this rating 	<ul style="list-style-type: none"> • For projects that were implemented 3+ years ago, are there any signs that this group of the population is better off than surrounding population groups • Any anecdotal evidence would be great here
Rating	High	
Comments, substantiation	<p>The best evidence of the success of our project after several years is from our project site in Jinja, Uganda that was supported by PRW in 2008. We used PRW funding to work with TASO HIV Clinics, Alan Stone Clinic and Budondo Food Security Group for People Living with HIV. All of these projects are still going on independently.</p> <p>When DIG first began to work with Patrick, the chairman of the Budondo Food Security Group in 2008, there were only 30 members in the group. Currently, there group is now 151 members who are HIV positive and they take care of 96 HIV orphans (including school fees). Their community group has been recognized by the Ugandan's government as being role models and teachers for the entire country. Their garden has quadrupled in size, they started a tree nursery to help combat deforestation, bought more sewing machines, and started a food dehydration business. They have generated enough money from these projects to buy 2 acres of land where they are cultivating more gardens and building the regions first business center.</p> <p>Patrick's Group has transformed themselves; group members have upgraded their houses, bought land, put their children through school and looked after the most vulnerable in their community. But the group did not stop their they also continued to spread on the teachings of DIG to greater community and have worked with 22 different HIV Support Groups, 7 different youth groups and 3 different women's group to develop sustainable agriculture projects in the surrounding area. Their group has helped create over 400 gardens and trained nearly 3,000 people (2,951).</p>	



Summary Question – how does the grantee describe value delivery?

Comments, Substantiation

We have implemented **22 projects** throughout Sub-Saharan Africa and have impacted over **20,000 lives**.

Project Redwood provided critical seed money for DIG to develop our projects, our monitoring systems and our trainings.

Each day our projects work on the grassroots change having dramatic impact on the individual level as well as the community level. At our current project site in Lwala, Kenya, we have over 100 small-scale farmers on the waitlist for the Farmer Field School (FFS) Program and 5 primary schools that submitted an application to build a school demonstration garden. The reason there is such interest is because teachers, parents, farmers, and hospital patients see everyday the success of DIG gardens and their friends who participated in our programming.

In Lwala, our beneficiaries on average make an extra \$3 a week from selling produce plus spend \$2 less a week on food. It does not sound like much but it can be the difference between being able to pay school fees for children or dropping out, being able to eat a vegetable with their dinner or not, and being healthy enough to take their medication leading to sustained health.

We have seen that throughout all of our projects farmers learn how to better manage their resources, women build their capacity and have new power in their households/community and students and patients are more active in their schools and hospitals.



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Project Redwood – Measuring Success

- Measuring the level of success of Project Redwood is hard
 - No uniform set of numerical performance indicators to employ
 - The cost of collecting the data would outweigh the benefits
- However, simple surveys show that PRW has been successful
 - With the Sponsors
 - With the Grantees
 - Meeting PRW's objectives
- Continuing the process of information collection will help create the stories that reinforce the mission of PRW and attract greater participation

