



Creating Capacity & Connections

An Evaluation of the Women's Foundation of California
Reproductive Justice and Sexual Rights Program

PREPARED FOR:

The David & Lucile Packard Foundation
& The Women's Foundation of California

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Table of Contents

Preface	i
Executive Summary	1
Introduction	4
Evaluation Purposes & Methods.....	6
Findings	7
Description of Grant Partners & Their Utilization of Program Support.....	7
Program Accomplishments & Impacts.....	15
Grant Partners' Challenges	22
Stakeholders' Perceptions of the Program's Strengths & Added Value	24
Stakeholders' Suggestions for Program Support & Improvement	28
Moving Forward	31
Key Program Strengths & Achievements	31
Implications for the Future	32
Appendices	34



Preface

ACKNOWLEDGEMENTS

We would like to acknowledge the staff from the Women’s Foundation of California for their participation in this evaluation and their commitment to reflecting on and enhancing their grantmaking. In particular, we appreciate the leadership of Surina Khan and Judy Patrick, our primary liaisons for this project. We also appreciate Don Lauro from the David and Lucile Packard Foundation for his valuable input on this project. Finally, we are grateful to all who generously gave their time and thoughtfully contributed to this evaluation effort by agreeing to be interviewed and/or surveyed.

ABOUT BTW *informing change*

At BTW we are driven by our purpose of “*informing change in the nonprofit and philanthropic sectors.*” We work collaboratively with our clients, providing strategic consulting services to inform organizational effectiveness and learning. BTW’s information-based services include program and organizational planning, theory of change development, evaluation, performance monitoring system design and applied research.

Executive Summary

The Women's Foundation of California (WFC) Reproductive Justice and Sexual Rights Program (the Program) incorporates strategic grantmaking, policy advocacy, capacity building and technical assistance to enhance the well-being of women and girls in California communities facing the greatest barriers to securing reproductive rights. Towards this end, the Program's primary goals are to:

- Guarantee all women in California full access to their reproductive rights;
- Strengthen the capacity of reproductive health, rights and justice organizations in California;
- Protect existing reproductive rights;
- Promote policies that increase access to reproductive health care and abortion;
- Support access to services in communities without reproductive health services; and
- Build a strong, diverse and responsive reproductive health, rights and justice network and movement.

WFC and the David and Lucile Packard Foundation (Packard Foundation) contracted with BTW *informing change* to capture the following information about the Program's efforts from 2001 to 2007: key accomplishments, strengths and opportunities for improvement; progress towards long-term structural and systemic change; alignment between strategies; and lessons learned to inform WFC, the Packard Foundation and the philanthropic field more broadly.

DESCRIPTION OF GRANT PARTNERS & THEIR UTILIZATION OF PROGRAM SUPPORT

From 2001 to 2007, the Program has invested nearly 1.5 million dollars of funding and provided a range of other supports—including strategic convenings, individualized assistance and the Women’s Policy Institute (WPI) training program for community-based women leaders—to grant partners throughout the state of California. Grant partners primarily utilize Program support to implement policy advocacy and leadership development strategies. These strategies are intended to increase reproductive health, rights and justice knowledge, awareness and involvement among low-income and traditionally underserved women and girls of color.

PROGRAM ACCOMPLISHMENTS & IMPACTS

Overall, the evaluation findings demonstrate considerable alignment and effectiveness of the Program’s multifaceted model. The Program is sowing the seeds of long-term structural and systemic change by contributing to improvements at multiple levels, including: the organizations and individuals receiving Program support; the target populations reached by grant partners; and the broader reproductive health, rights and justice field. Key accomplishments and impacts include:

- Enhanced knowledge, skills and empowerment related to the reproductive health, rights and justice field, policy advocacy and social justice movement building;
- New and deeper relationships and linkages both *within and across* issues and movements including reproductive and environmental health and justice;
- Greater engagement in, leadership of and collaboration on social justice movement building and policy advocacy efforts;
- A stronger, more diverse network and field-level presence of emerging and grassroots leaders and organizations as well as low-income women and girls of color; and
- Increased visibility of and leveraged support for reproductive health, rights and justice issues, organizations and coalitions in California.

While grant partners have made great strides towards their objectives, their progress in meeting the extensive needs of their communities is frequently tempered by financial resource constraints; limitations of time and capacity among their staff and target populations; and conservative political and social contexts.

THE PROGRAM'S STRENGTHS & ADDED VALUE

Overall, grant partners and other stakeholders are very pleased with their Program experience and think that the staff, funding and non-grant supports (e.g., WPI, strategic convenings) add significant value and set WFC apart from many other funders. First, the Program staff have cultivated deep, supportive relationships that diminish traditional funder/grantee power dynamics. Second, by supporting organizations, issue areas and target populations that would not necessarily be pursued by other funders, the Program demonstrates progressive social justice values and risk-taking. Third, by being rooted in the broader field and the communities they seek to impact, the Program staff possess a deep knowledge and understanding of grant partners' intentions, challenges and accomplishments. In turn, the Program staff are able to build upon this knowledge to provide supports—including general operating grants and individualized assistance—that are well matched to grant partners' priorities and needs.

OPPORTUNITIES & IMPLICATIONS FOR THE FUTURE

The evaluation findings reveal that the Program is well positioned to build on its accomplishments and increase its overall effectiveness and impact by making some refinements to its strategies, foci and practices. Key areas for the Program staff's reflection and consideration include the following:

- Striking a balance in the amount and duration of grant funding and the diversity of Program beneficiaries by pursuing larger, multi-year grants and further expanding the reach of convenings and other non-grant supports.
- Right-sizing administrative requirements and outcome expectations to better align with the amount and duration of funding as well as grant partners' and the Program staff's capacity to collect and/or use information.
- Assessing the most effective and cost-efficient ways to provide, systematize and communicate about non-grant supports available through Program staff, external sources and/or peer support mechanisms.
- Increasing the Program's broader impact by further exporting its models, programs or curricula to other organizations and regions and continuing to facilitate funders' and policymakers' involvement in and support of the field.

The integrity of the Program's model and the success of its high-touch approach are evident. As the Program evolves, it will be important for Program staff to continue to assess the effectiveness of their work, make Program adjustments as needed and share their best practices and lessons learned in an ongoing way. This will help to advance the reproductive health, rights and justice movement and reach the ultimate goal of improving the well-being of women and girls in California.

Introduction

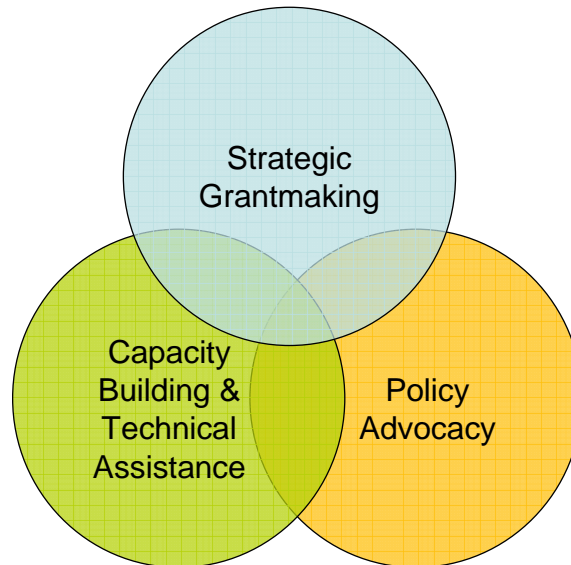
Since its inception in 1979, the Women’s Foundation of California (WFC) has supported reproductive health, rights and justice efforts in various ways as part of its overall programming. Beginning in 1999, WFC designed a specific area of focus and funding—now called the Reproductive Justice and Sexual Rights Program (the Program)—to work with reproductive health, rights and justice organizations, leaders and advocates who represent and/or serve California communities facing the greatest barriers to securing reproductive rights. The Program is guided by the core belief that by focusing on those most in need—typically low-income communities of color (particularly Latina) and/or immigrant, rural or isolated communities—it can most effectively enhance the well-being of all women and girls and their families and communities. Towards this end, the Program’s primary goals are to:

- Guarantee all women in California full access to their reproductive rights;
- Strengthen the capacity of reproductive health, rights and justice organizations in California;
- Protect existing reproductive rights;
- Promote policies that increase access to reproductive health care and abortion;
- Support access to services in communities without reproductive health services; and
- Build a strong, diverse and responsive reproductive health, rights and justice network and movement.

The Program’s model incorporates multiple, overlapping strategies to promote social justice movement building and policy development, eliminate barriers that perpetuate injustice and inequity and catalyze long-term structural and systemic change. Furthermore, the Program endeavors to position California as a model state for engaging grassroots, community-based organizations and their constituents in the reproductive health, rights and justice field.

As demonstrated in Exhibit 1, the Program’s key strategies include strategic grantmaking, policy advocacy and capacity building and technical assistance. The Program provides grant dollars through three different funds—Community Action Fund, Capacity Building Fund and Rapid Response Fund—to support a variety of community-based organizations’ activities and needs. From 2001 to 2007, the Program has invested nearly 1.5 million dollars of grant funding in organizations throughout the state of California. The Program’s policy advocacy efforts include supporting or sponsoring legislation and conducting the Women’s Policy Institute (WPI), a yearlong training program consisting of four three-to-four-day experiential retreats in Sacramento. Founded in 2003, the WPI trains approximately 25 to 30 community-based women leaders annually to promote their long-term, active involvement in shaping and implementing policies affecting the health and well-being of women and girls in California. To further strengthen organizational capacity and individual leadership, the Program offers strategic convenings of allies within and outside of the reproductive health, rights and justice movement; trainings; research and analysis support; and individualized assistance from Program staff and/or consultants.

Exhibit 1
Key Program Strategies



For further information about the Program’s model, including its purposes, strategies, target populations and intended outcomes, see the Theory of Change graphic in Appendix A.

EVALUATION PURPOSES & METHODS

For this evaluation, WFC and the David and Lucile Packard Foundation (Packard Foundation) asked BTW *informing change* to capture the following information about the Program's efforts from 2001 to 2007: key accomplishments, strengths and opportunities for improvement; progress towards long-term structural and systemic change; alignment between strategies; and lessons learned to inform WFC, the Packard Foundation and the philanthropic field more broadly. In addition to supporting the Program staff's overall learning and decision making about their grantmaking, the evaluation process was designed to assist Program staff and others at WFC with building the Foundation's internal capacity for future evaluative work.

From August through October 2007, BTW collected information from Program staff, current and former grant partners¹ and persons identified by Program staff as key leaders in the reproductive health, rights and justice field. BTW used multiple data collection methods for this evaluation including a review of secondary data (e.g., past evaluation reports; WFC's strategic framework; Program guidelines, application and reporting forms), a survey, interviews and a focus group. See Appendix B for further information about the evaluation methods and limitations as well as detailed comparisons between the sample of grant partners represented in this evaluation, those not included in the evaluation and the entire set of Program grant partners from 2001 to 2007.

¹ For the purposes of this report, the term "grant partner" refers to organizations and/or individuals that have been supported by grant funding and/or participated in other types of Program support (e.g., the Women's Policy Institute, strategic convenings) from 2001 to 2007.

Findings

The evaluation findings are organized into five sections: description of grant partners and their utilization of Program support; the Program's accomplishments and impacts; grant partners' challenges; grant partners' perceptions of the Program's strengths and added value; and grant partners' suggestions for Program support and improvement.

DESCRIPTION OF GRANT PARTNERS & THEIR UTILIZATION OF PROGRAM SUPPORT

The following section highlights key descriptive information about the grant partners represented in this evaluation and their application of Program support from 2001 to 2007, including the age and budget size of organizations; the amount, number and types of grants received; the population groups and geographic areas targeted and the strategies and objectives pursued.

Characteristics of Grant Partner Organizations & Their Program Support

The grant partner organizations represented in this evaluation range in age and budget size. As shown in Exhibit 2 on the next page, the average² organizational founding date is 1994, with founding dates ranging from 1934 to 2005. The average current annual operating budget is \$635,000, with a broad range of budgets from \$25,000 to \$40,000,000. Additionally, about one-quarter (22%) of the grant partners are reproductive and environmental "cross-over" organizations, meaning that they pursue health, rights and justice work related to the intersections of these two movements or issues. Furthermore, about half (47%) of the grant partner organizations represented in this evaluation have had a staff member participate in the WPI.

² The average statistic referred to in this section of the report is the median, or the mid-point in a series of values ordered from smallest to largest. The median is used as an alternative to the mean since it is not affected by extremely high or low values.

Exhibit 2
Characteristics of Grant Partner Organizations
(n=32)

	Median	Range
Founding year	1994	1934-2005
Annual operating budget	\$635,000	\$25,000-\$40,000,000

From 2001 to 2007, the Program provided approximately \$860,000 to the grant partners represented in this evaluation. As shown in Exhibit 3, on average grant partners received two Program grants for a total of \$20,000 in the 2001 to 2007 time period; the number of grants received by any one organization ranged from one to seven grants, and the amount of total funds received by an organization ranged from \$2,500 to \$113,000. In addition, nearly half (48%) of the grant partners received funding in more than one fiscal year within the 2001 to 2007 time period.

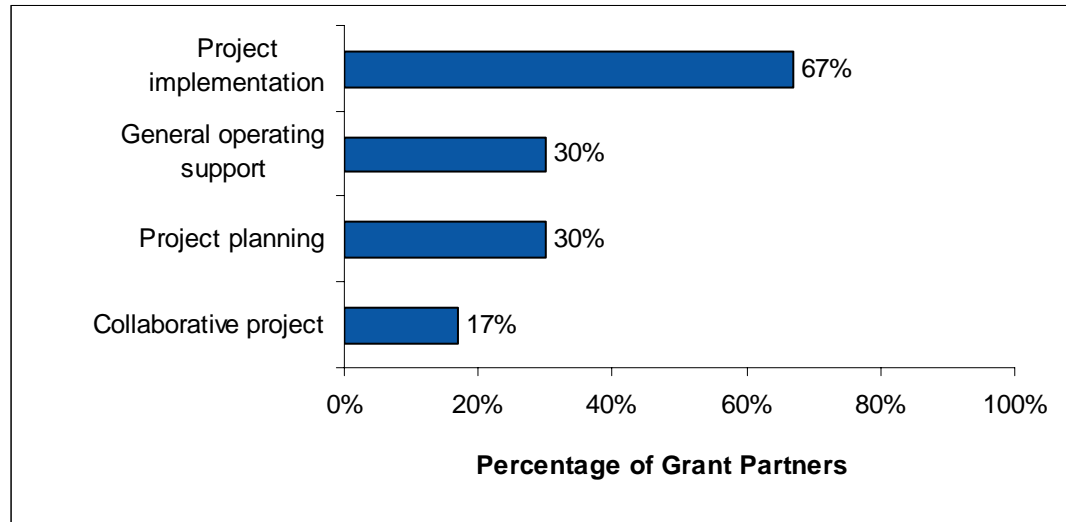
Exhibit 3
The Number of Grants and Total Funding Amount from 2001 to 2007
(n=31)³

	Median	Range	Sum
Total number of grants from 2001 to 2007	2	1-7	63
Total grant amount from 2001 to 2007	\$20,000	\$2,500-\$113,000	\$859,740

³ One survey respondent received only non-grant Program supports from 2001 to 2007; thus, data regarding the number and amount of grant funds are not applicable.

The majority of grant partners (67%) report that they received 2001 to 2007 Program funds for project implementation. As Exhibit 4 shows, about one-third of grant partners report receiving funds for general operating support and project planning (30% each), and 17% report receiving funding for collaborative projects.

Exhibit 4
Types of Program Grant Funding⁴
(n=30)



Populations & Geographic Areas Targeted by Grant Partners

Grant partners target the Program’s key populations of interest, primarily low-income and traditionally underserved women and girls of color. As shown in Exhibit 5 on the next page, grant partners reach a variety of racial/ethnic populations, most commonly Latinas (84%), Asian Americans (68%) and African Americans (61%). Grant partners most frequently target young adults and youth (81% and 72%, respectively). Many grant partners also target adults ages 26 to 61 (63%), but few target seniors (6%) and no grant partners target children younger than age 13. Finally, nearly all grant partners reach low-income populations (93%), while half target uninsured/underinsured and immigrant/refugee populations (50% each, respectively). Grant partners also reach other underserved groups such as lesbian, bisexual and transgender populations (43%) and single or young mothers (33%).

⁴ Percentages do not total 100% due to the option of marking multiple responses.

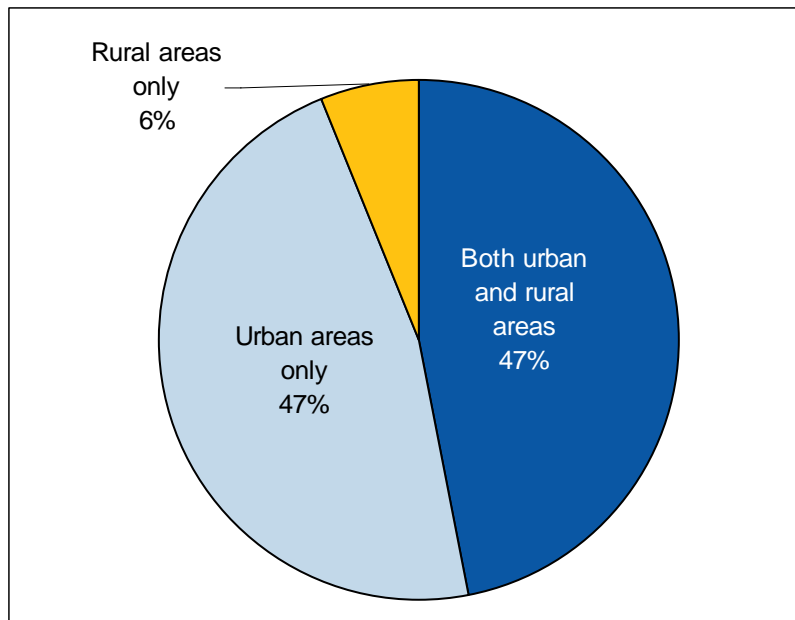
Exhibit 5
Characteristics of the Populations Targeted by Grant Partners with Program Support⁵

	Percentage
Race/Ethnicity (n=31)	
Latina	84%
Asian American	68%
African American	61%
European American	42%
Pacific Islander	42%
Middle Eastern or South Asian	39%
Native American	29%
Age (n=32)	
Children (0-12 years)	0%
Youth (13-18 years)	72%
Young adults (19-25 years)	81%
Adults (26-61 years)	63%
Seniors (62+ years)	6%
Key population groups (n=30)	
Low-income	93%
Immigrants/refugees	50%
Uninsured/underinsured	50%
Lesbian, bisexual, transgender, intersex, queer, gender queer or questioning	43%
Single or young mothers	33%
Other (e.g., students, voters, migrant workers)	20%
Persons with disabilities	17%
Persons who are/were incarcerated or involved in the criminal justice system	13%
Homeless	7%

⁵ Percentages do not total 100% due to the option of marking multiple responses.

As demonstrated in Exhibit 6, grant partners most frequently target a combination of urban and rural areas (47%) or urban areas only (47%) with Program support. Few grant partners target rural areas only (6%).

Exhibit 6
Geographic Areas Targeted with Program Support
(n=32)



Grant partners most commonly target the San Francisco Bay Area and California statewide (39% and 32%, respectively) with Program support, as shown in Exhibit 7 on the next page.⁶ The regional allocation of 2001 to 2007 grant funds varies from \$245,000 for grant partners targeting California statewide to about \$38,000 for grant partners targeting Southern California. Although organizations located in all regions of the state are eligible for Program funds, none of the grant partners *represented in this evaluation* target the Northeastern California, North Coast, Sacramento Valley or Inland Valley regions; please refer to Appendix B for information about the geographic distribution of funds among the entire set of Program grant partners from 2001 to 2007.

⁶ The San Francisco Women's Foundation and Los Angeles Women's Foundation merged in 2004 to form the statewide foundation now known as WFC. Data regarding the geographic distribution of Program funds prior to 2004 are only available for the San Francisco Women's Foundation; therefore, the data are weighted towards northern California regions and are not reflective of the more recent and planned allocation of Program funds.

Exhibit 7
**Specific Regions Targeted by Grant Partners with Program Support &
the Allocation of 2001 to 2007 Program Funds per Region⁷**

(n=31)

Region	Percentage of Grant Partners Targeting the Region	Total Grant Funding Allocated per Region 2001-2007
San Francisco Bay Area	39%	\$227,833
Statewide	32%	\$245,108
Greater Los Angeles	16%	\$100,333
Central Coast	13%	\$94,750
San Joaquin Valley ⁸	10%	\$60,750
Mexico	7%	\$48,465
Southern California	3%	\$37,500
Sierra Nevada	3%	\$45,000
Northeastern California	0%	\$0
North Coast	0%	\$0
Sacramento Valley	0%	\$0
Inland Valley	0%	\$0

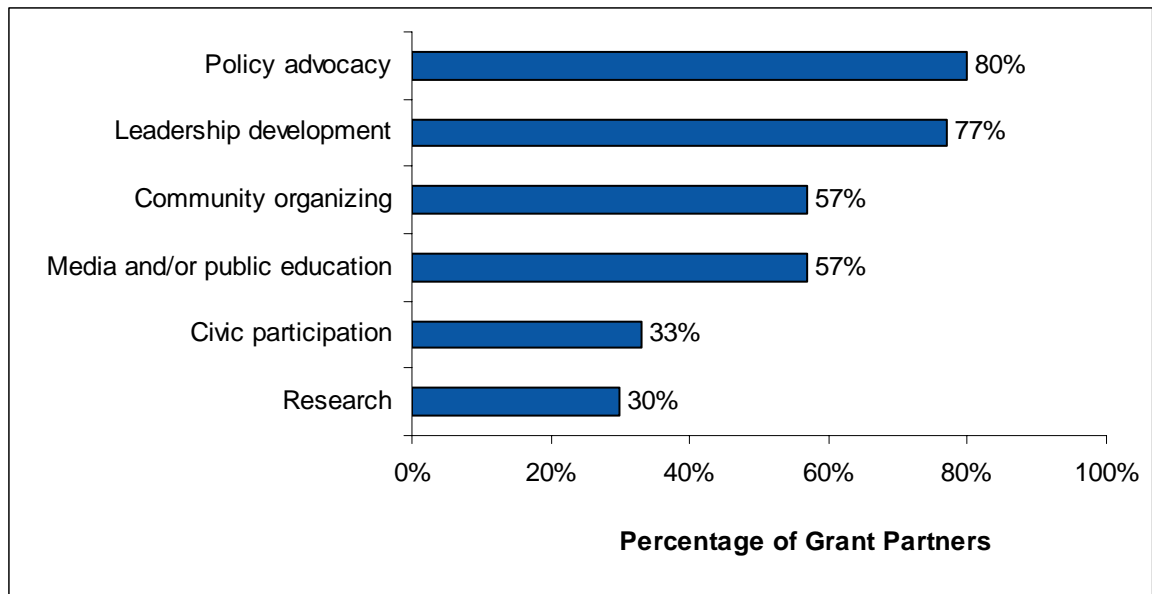
⁷ Program staff provided the geographic data to BTW using information available on grant application forms; the data are not available for one organization that received only non-grant Program supports from 2001 to 2007. Percentages do not total 100% due to the possibility of targeting more than one geographic area. The calculations of grant funding per region assume that grant partners targeting multiple regions allocate Program funds equally across those regions.

⁸ Multiple counties in the San Joaquin Valley and Sacramento Valley make up the region commonly referred to as the Central Valley of California.

Strategies & Objectives Pursued by Grant Partners

Grant partners most often pursue policy advocacy and leadership development strategies (80% and 77%, respectively). As shown in Exhibit 8, grant partners frequently engage in community organizing and media or public education strategies as well.

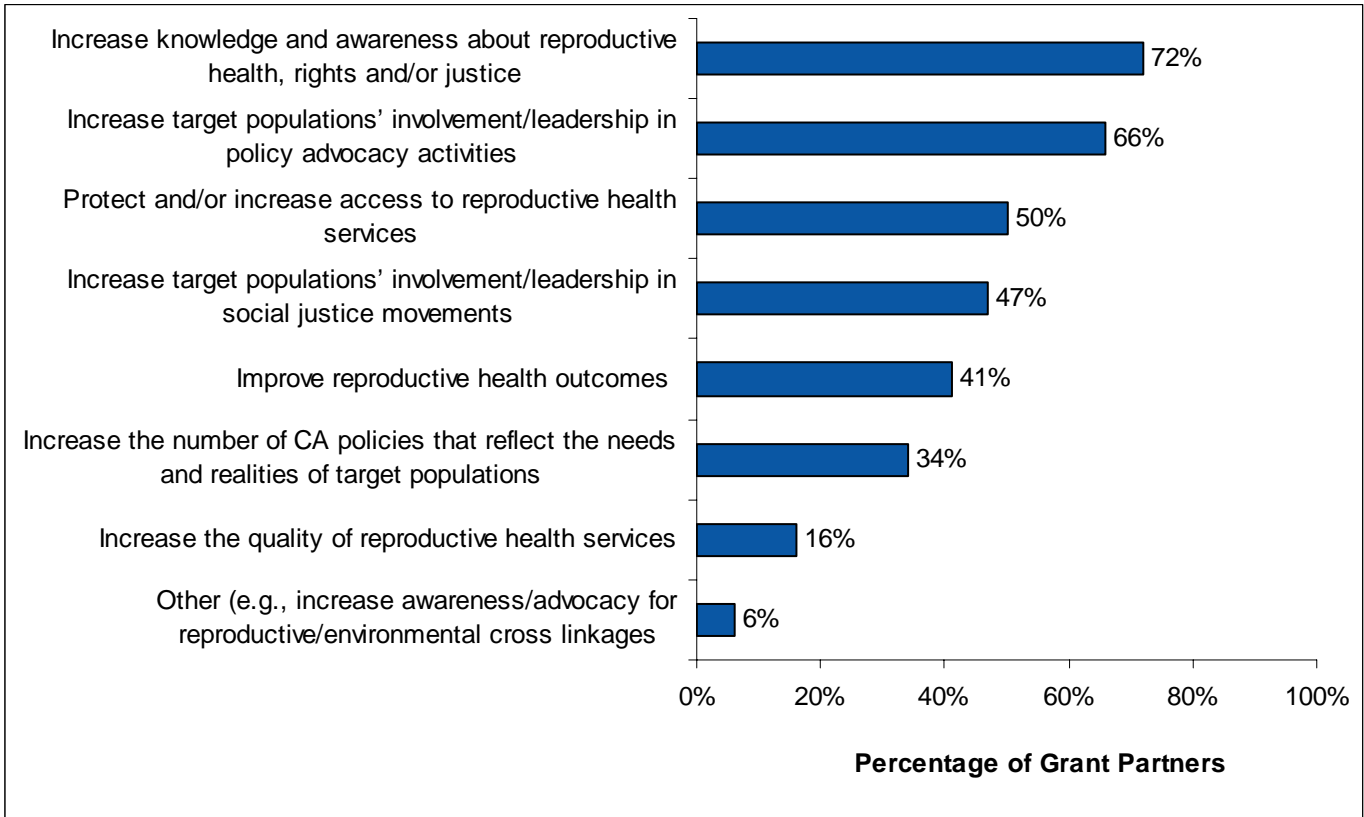
Exhibit 8
Strategies Pursued with Program Support⁹
(n=30)



⁹ Percentages do not total 100% due to the option of marking multiple responses. Program staff describe grant partners' strategies as follows: 1) policy advocacy: developing, implementing and/or advocating for policy change; 2) leadership development: enhancing individuals' and organizations' leadership capacity and skills; 3) community organizing: engaging and mobilizing community members to create change; 4) media and/or public education: producing and disseminating messages and resources to inform and inspire the broader public; 5) civic participation: encouraging public involvement in civil society (e.g., voting); and 6) research: collecting and analyzing information to address key issues.

Grant partners' objectives primarily entail raising target populations' knowledge and awareness about reproductive health, rights and justice (72%) and increasing their involvement and leadership in policy advocacy (66%). As depicted in Exhibit 9, grant partners commonly pursue additional objectives including better access to reproductive services (e.g., birth control, sexuality education, abortion) and increased involvement in social justice movements among target populations.

Exhibit 9
Primary Objectives Pursued with Program Support¹⁰
 (n=32)



¹⁰ Percentages do not total 100% due to the option of marking multiple responses.

PROGRAM ACCOMPLISHMENTS & IMPACTS

The following section of the report describes the Program's impacts on multiple levels, including the organizations and individuals receiving Program support, the target populations reached by grant partners and the broader reproductive health, rights and justice field.

Impacts Among Organizations & Individuals Receiving Program Support

The Program's major influences on organizations and individuals are described in detail below. Corresponding quantitative data are presented in Exhibit 10 on page 14.

“Every year we encounter women who go through the [WPI] program and become even more amazing leaders and take their local agendas to a state level. WFC is changing the [reproductive health, rights and justice] movement by engaging women community leaders to be connected to the policy process.”

- **Greater knowledge, skills and empowerment related to the reproductive health, rights and justice field, policy advocacy and social justice movement building.** Grant partners report that Program support helps them gain knowledge about content issues (e.g., emergency contraception) and the dynamics of the field as well as practical means for navigating the judicial and legislative systems. Younger or less-experienced organizations particularly appreciate how the Program supports them in gaining familiarity with the “building blocks” of the reproductive health, rights and justice movement and policy advocacy, such as learning how to track legislation or connect policy advocacy and direct services work. For example, a former WPI fellow says, “[The WPI] empowers women, educates us on the ABC’s and ins and outs of California politics and policy and gives us the resources and mentorship to make our own projects happen.” Equipped with new and/or advanced knowledge and skills, grant partners feel more confident about engaging in or leading policy advocacy and other efforts in the field.
- **More frequent networking and the deepening and building of relationships.** One of the strongest overall impacts reported by grant partners is the Program’s provision of opportunities—particularly strategic convenings and the WPI’s well-established network of current and former fellows and mentors—that enable organizational leaders and advocates to meet, share information and identify areas for coordination and collaboration. Networking opportunities are particularly crucial for the development of emerging organizations. Grant partners laud the Program for going beyond connecting “the usual suspects” to promote linkages among representatives from diverse organizations, geographic regions and movements (e.g., environmental health) that would not have otherwise occurred.

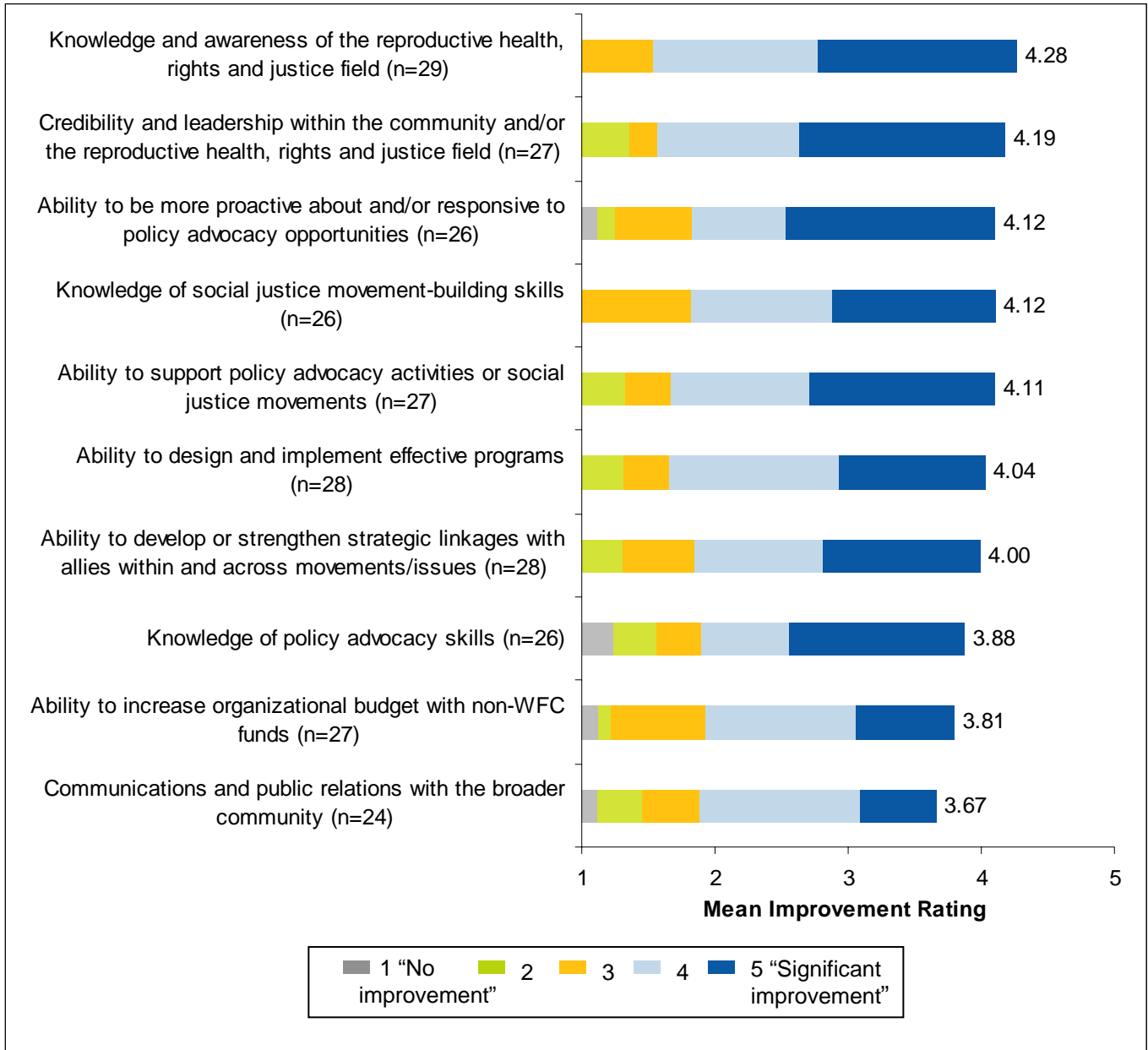
“We have developed invaluable relationships with WFC staff and women around the state that have helped us further the effectiveness of our work and push ourselves in our broader social justice vision.”

- **Enhanced visibility and credibility within the community and the field.** Grant partners report that the Program’s efforts to raise the profile of reproductive health, rights and justice issues translate into greater presence and legitimacy of the organizations working on such issues. WPI fellows say that they specifically gain credibility with policymakers and thus greater influence on the policy process. One grant partner notes that the support and exposure through the Program has helped elevate her personal status and that of her organization from being “a newbie in the field to an experienced, authoritative voice on [reproductive health] issues.” Consequently, a major Spanish language media outlet tapped her organization to provide key information and insights about reproductive and policy issues affecting the Latino community, and ultimately took a historic stance in opposition to Proposition 85 regarding parental notification for abortion.
- **Leveraged resources and greater financial stability.** Not only does the Program help build grant partners’ grant writing and fundraising capacity through trainings and other assistance, Program staff have also directly established connections between grant partners and other funders to generate additional resources. For example, Program staff linked a grant partner with Ms. Foundation staff who wanted to fund a progressive group in the Central Valley; this connection resulted in a \$25,000 grant to create a regional alliance around women’s and justice issues. In addition, several grant partners note that WFC’s overall reputation and influence helps leverage resources in a less direct manner by signaling to other funders the value of investing in particular organizations and issue areas; one grant partner leveraged \$250,000 from The California Wellness Foundation to continue the young women’s leadership and advocacy program initially supported by the Program.

As Exhibit 10 demonstrates on the next page, grant partners report the greatest improvements in first, their knowledge and awareness of the field and second, their credibility and leadership within the community and field (mean ratings: 4.28 and 4.19, respectively on a 5-point scale from “no improvement” to “significant improvement”). See Appendix C for grant partners’ additional ratings related to organizational and individual improvements in knowledge, skills and capacity as a result of Program support. In general, grant partners’ mean improvement ratings are highest for items related to policy advocacy, social justice movement building and relationship building as compared to items related to general capacity and operations (e.g., staff recruitment and development, the utilization of technology). These differences in perceived improvement make sense given the Program’s and grant partners’ predominant strategies and focus areas.

Exhibit 10

Grant Partners’ Top Ten Mean Ratings of Improvement in Organizational and Individual Knowledge, Skills & Capacity as a Result of Program Support¹¹



¹¹ Please refer to Appendix C for grant partners’ additional ratings of organizational and individual improvements in knowledge, skills and capacity as a result of Program support.

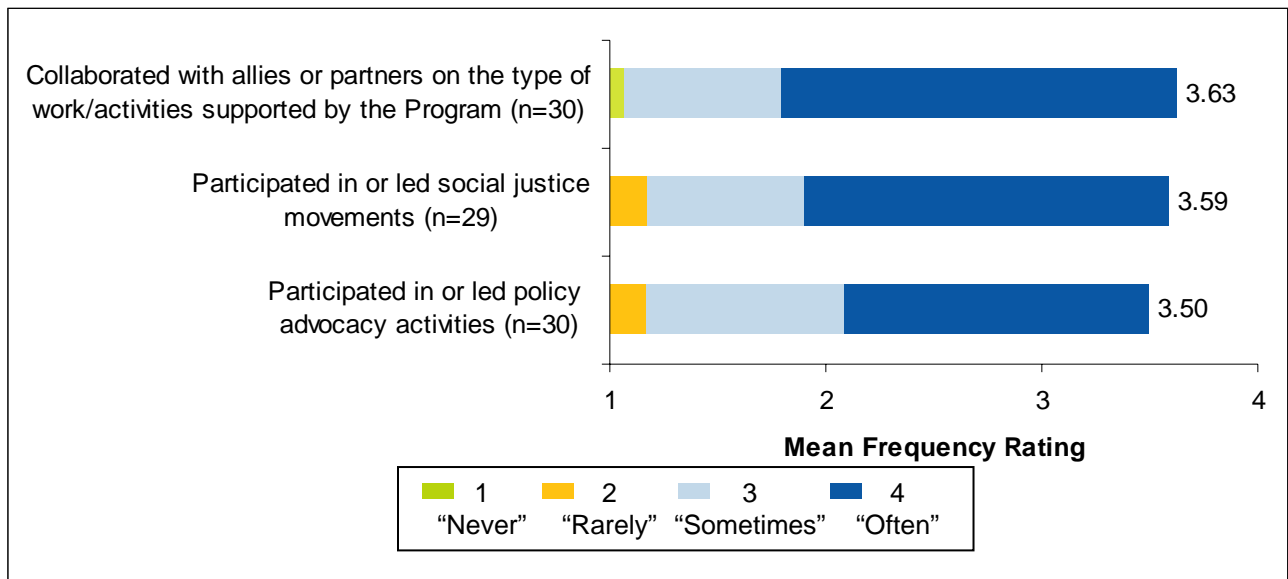
“When we started, we did outreach and organizing for bills sponsored by other organizations. Now we can break out of the supportive role and take a leadership role in policy efforts... I don’t think we would have had the confidence to do the work [we’ve done] of co-sponsoring a bill without this safety net of WFC’s support.”

In addition to building knowledge, skills and capacity, the Program also affects individuals’ and organizations’ actions and engagement in the field, as highlighted below and illustrated in Exhibit 11.

- More frequent or deeper collaboration and engagement in social justice movement building and policy advocacy.** Both inexperienced and experienced individuals and organizations find that Program support helps them “solidify” collaborative relationships as well as “step up” their engagement and become more “active” in the field. Grant partners most frequently parlay the relationships facilitated and supported by the Program into collaborative policy advocacy and social justice efforts with partners and allies including WPI fellows, local and state government entities and other organizations and leaders within and across movements and issues. Collaborative activities include outreach and education, community forums and mobilization, taskforces, legislative hearings and lobbying. Grant partners’ engagement in policy advocacy and social justice activities sometimes crosses issue areas; for instance, a grant partner reports that her organization helped defeat two anti-immigration resolutions by developing a social justice committee to educate community and city council members.

Exhibit 11

Grant Partners’ Mean Frequency Ratings of Actions Taken as a Result of Program Support



Perceived Impacts Among Grant Partners' Target Populations

In many ways, key impacts on grant partners' target populations echo the impacts on grant partners themselves in terms of knowledge and awareness, empowerment and participation in policy advocacy and social justice movements. We offer more detail about these and other key findings below; related quantitative data appear in Exhibit 12 on the next page.

“The young women [in our program] are stronger, empowered and more vocal about speaking their minds... [They are] more mentally and emotionally healthy.”

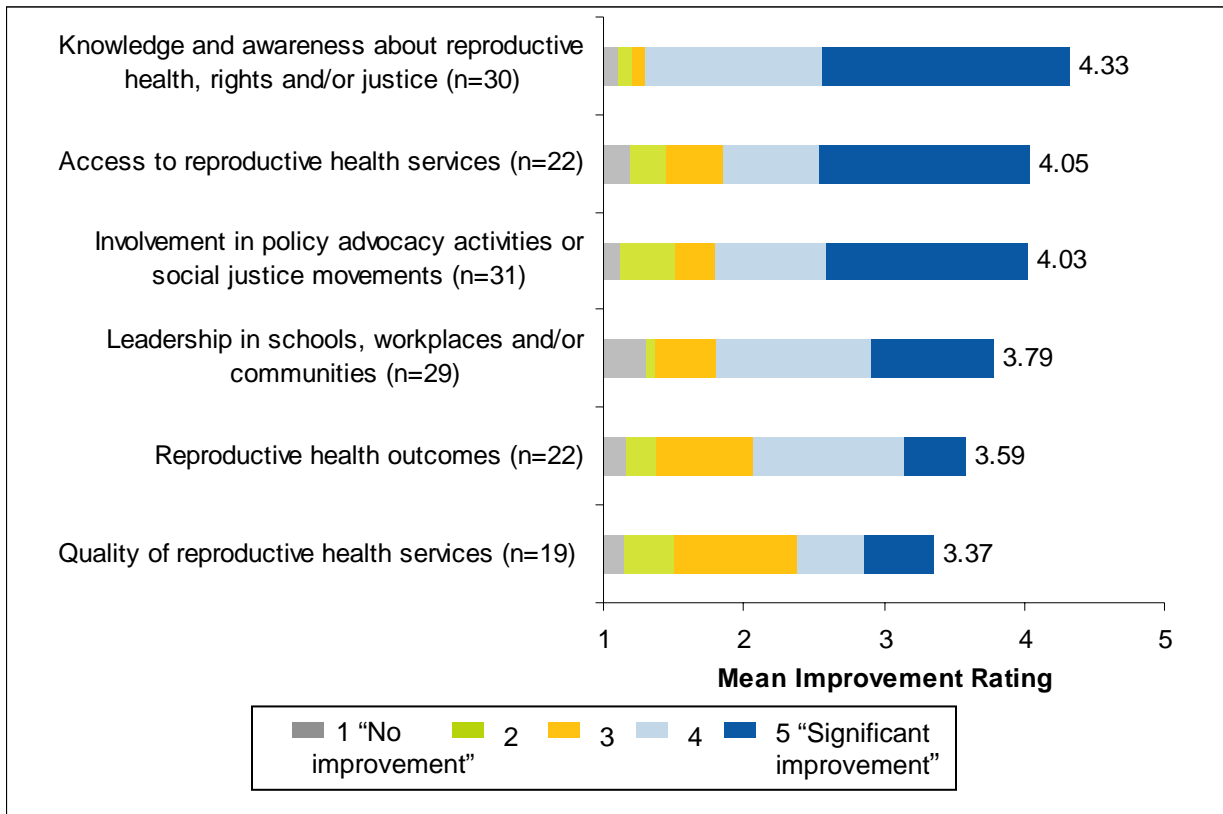
“[With Program support] we're able to develop [our target populations] to think critically and make conscious choices about their bodies and how things in the community affect their well-being and everyone's well-being. This inspires and encourages them to be active and do community organizing.”

- **Enhanced knowledge and awareness about reproductive health, rights and justice, policy advocacy and social justice movements.** Grant partners report that their Program-supported projects (e.g., training and leadership programs) build women and girls' awareness about topics ranging from the impact of environmental toxins on their health to the legislative process. Grant partners have also been able to facilitate honest dialogue and dispel myths around reproductive health issues, particularly among culturally or linguistically isolated or underserved populations (e.g., monolingual Spanish-speakers, farmworkers). For instance, a grant partner says, “[The women we work with] tell us, ‘For the first time I know what it is to ovulate. I know it is not my fault I didn't have a daughter.’ It is like removing the blindfolds every time they learn [something new].”
- **Greater empowerment.** Grant partners report that their target populations demonstrate greater ability and confidence in community organizing, group facilitation and public speaking. Program-supported efforts also help women and girls see a role for themselves—often for the first time—in policy advocacy and higher education. For example, a grant partner describes how her organization adapted the WPI model to develop policy advocacy leadership on reproductive health and justice issues among young Latinas. Following their participation in training sessions and legislator visits in Sacramento, the youth began to realize that policy change related to important health issues in their communities is “something they can achieve and have the right to demand,” and that “their voice matters.”
- **More active participation or leadership in policy advocacy and social justice movements.** Several grant partners report that their Program-supported efforts are promoting target populations' engagement in important issues for themselves, their families and communities such as environmental toxins and medical confidentiality policies in high schools. In particular, many grant partners note that campaigns against California's parental notification for abortion, Propositions 73 and 85 (in 2005 and 2006, respectively), kept their target populations actively engaged in phone banking, precinct walking, community forums and other policy advocacy activities. Across issue areas, grant partners' policy advocacy and social justice movement-building efforts are notably run *by and for* target populations of women and girls, as opposed to more conventional top-down activities.

- Maintenance of or improvements in access to reproductive services.** Target populations benefit from sustained or better access to reproductive health services primarily through grant partners' programs and the success or defeat of relevant policies. For instance, Program funds support one grant partner's telephone hotline that provides reproductive health education, referrals and insurance advocacy to approximately 600 women a month. Program support contributed to another grant partner's success in overturning a contraception ban in Oakland public schools.

As was described in more detail above, grant partners perceive the greatest improvement in their target populations' knowledge and awareness about reproductive health, rights and justice (mean rating: 4.33 on a 5-point scale from "no improvement" to "significant improvement"). As shown in Exhibit 12, grant partners provide the lowest mean improvement rating for the quality of reproductive health services (3.37); this makes sense given the small number of grant partners that report service quality improvements as a primary objective of their Program-supported work.

Exhibit 12
Grant Partners' Mean Ratings of Improvements Among Their Target Populations as a Result of Program Support



The Program's Broader Impact on the Field

Overall, stakeholders¹² perceive the Program as having a strong, positive impact. Although stakeholders' perspectives on the field vary considerably, the three themes described below emerge as the Program's most visible and salient field-level impacts.

“WFC is filling a much-needed niche in the reproductive rights movement. They give community-based projects and leaders the skills, knowledge and information they need to be part of the movement. They build bridges between community groups and connect them to the broader movement and policies.”

- **Diversification of the field.** The Program is well-recognized for bringing non-traditional voices to the reproductive health, rights and justice table and making those voices louder and stronger. Stakeholders say that, in particular, the Program has expanded the number and strength of women and girls of color and emerging grassroots organizations involved in the movement. Stakeholders indicate that the Program has achieved greater diversification of the field primarily through its selection of grant partners and WPI fellows. In turn, Program-supported leaders and advocates with significant ties to diverse target populations are able to successfully involve these groups in the movement.
- **Greater awareness of and forums for cross-issue linkages.** Beyond bringing representatives from diverse organizations and movements into the same room, the Program strategically builds the infrastructure for and increases the frequency and depth of intersections across issues. Given the Program staff's belief that “one issue doesn't encompass the reality of women's lives,” they consciously work to strengthen the reproductive health, rights and justice movement by integrating environmental health, domestic violence, poverty, criminal justice and other issues and allies. The Program also helps its diverse grant partners identify their commonalities so they can see the bigger picture opportunities for connecting to one another and broadening the movement.
- **Leveraged support for networks and coalitions of leaders and organizations in California.** A key way in which the Program leverages its impact is by supporting new or existing networks of individuals and organizations, thereby building the movement while also maximizing the Program's presence in the field. For instance, the Program has provided general operating funds to the California Coalition for Reproductive Freedom for many years to support the Coalition's infrastructure, advocacy work and outreach to diverse leaders and advocates throughout the state. Furthermore, the Program has launched peer networks of grant partners' executive directors for information sharing and support around common issues and challenges; the Program staff help coordinate the meetings but do not participate in or determine the content of the meetings.

¹² The term “stakeholder” refers to the range of persons participating in this evaluation, including grant partners, WPI fellows and key leaders in the field.

GRANT PARTNERS' CHALLENGES

This section of the report captures the main organizational and external factors that have impeded grant partners' Program-supported work. We briefly describe these challenges below and present corresponding quantitative data in Exhibit 13 on the next page.

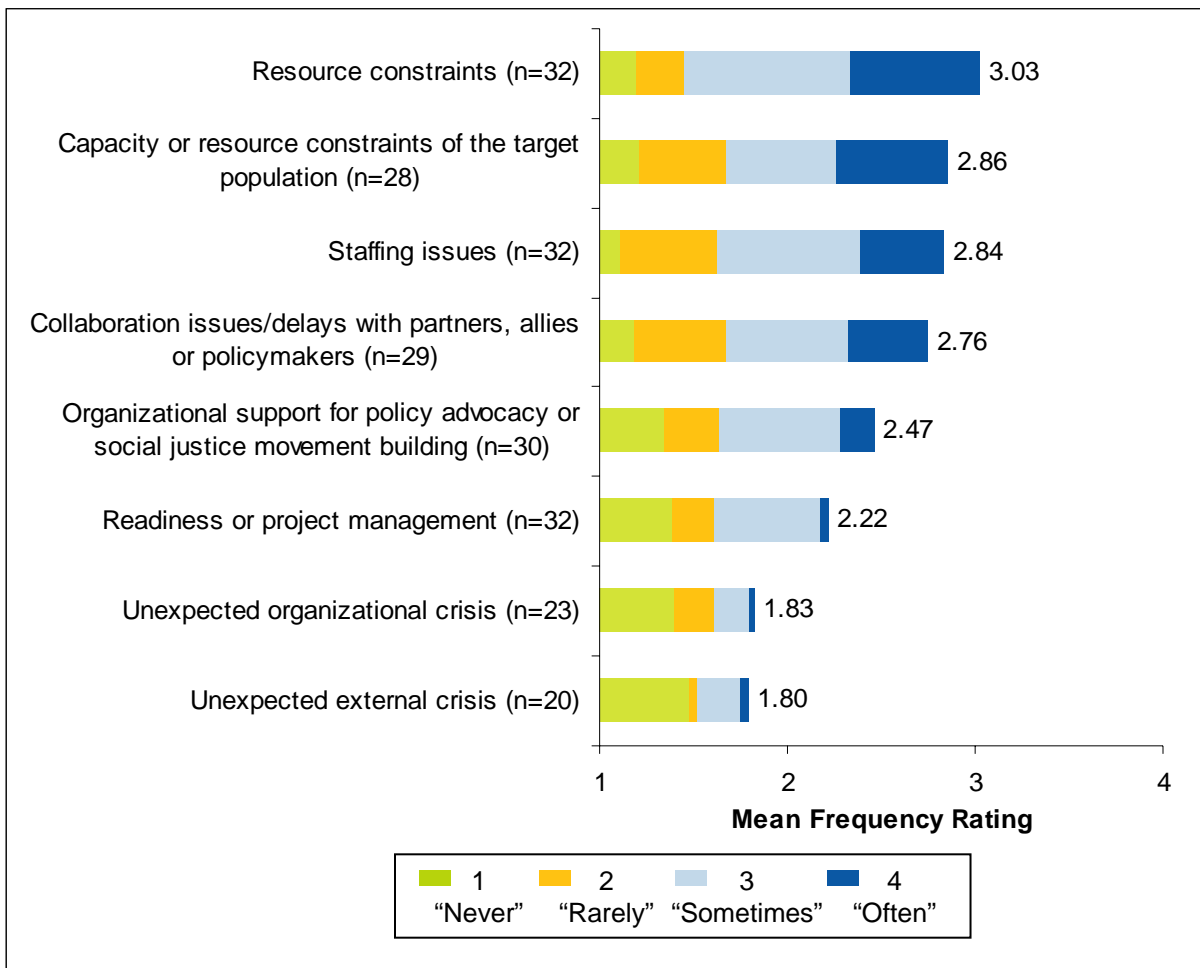
- **Resource constraints.** Beyond the chronic under-funding that affects most nonprofit organizations, grant partners note that reproductive health, rights and justice funding can be particularly difficult to obtain due to the relatively small pool of funders. In addition, many grant partners indicate limited organizational experience and capacity to obtain sufficient funds; smaller or younger organizations find it especially difficult to secure sizeable investments from large foundations.
- **Limitations of time and resources among target populations.** Grant partners report that the low-income and underserved populations with whom they work often find it difficult to participate in grant partners' efforts to the desired extent due to other responsibilities such as making a living, taking care of family members and attending school.
- **Staffing issues.** Grant partners also find it challenging to recruit and retain leaders and staff to meet the extensive needs of their target populations. Turnover among staff, board members and volunteers is common; small and volunteer-driven organizations experience staffing challenges most acutely.
- **Collaboration with partners, policymakers and others.** Varying levels of capacity and buy-in among partners, tensions between organizations or movements and the inherent long-term nature of structural and systemic change all contribute to delays in collaborative efforts. Logistical challenges and expenses associated with geographic distance also prevent some grant partners from engaging or succeeding in collaborative endeavors.
- **Competing organizational needs and priorities.** Despite individuals' and organizations' improved capacity and enthusiasm for policy advocacy or social justice movement building, grant partners report that other issues and needs sometimes take precedence. WPI fellows and others do not indicate a lack of organizational buy-in for policy advocacy and social justice movement building; rather, they face limited resources and capacity to pursue such efforts along with other programs and activities.

“With this political world it’s getting harder and harder to get money if you’re working on reproductive rights and social justice issues. [Funders] are having to go more towards the center politically—fewer are willing to take risks.”

- Conservative political contexts.** Particularly in rural areas and/or the Central Valley, conservative political climates inhibit funding for reproductive health, rights and justice issues and services (e.g., abortion) and thwart many progressive movements and policies.

As described above, grant partners most frequently encounter resource challenges (mean rating: 3.03 on a 4-point scale from “never” to “often”). As shown in Exhibit 13, few grant partners have experienced an unexpected organizational crisis (1.83); however, sudden staffing transitions (e.g., relocation, resignation) have been an issue for some organizations. Unexpected external crises are also infrequent (1.80), but a few grant partners note that their resources and capacity have been diverted from planned activities due to other political issues or emergencies (e.g., immigration reform, climate change, Propositions 73 and 85).

Exhibit 13
Grant Partners’ Mean Frequency Ratings of Challenges Experienced While Implementing Program-Supported Work/Activities



STAKEHOLDERS' PERCEPTIONS OF THE PROGRAM'S STRENGTHS & ADDED VALUE

In the following section we present grant partners' and other stakeholders' perceptions about the major strengths and value of the Program, its staff and the granting process as well as its non-grant supports.

Perceptions About the Program & the Granting Process

Overall, stakeholders are very pleased with the Program, the staff and the granting process. The areas that stakeholders identify as the Program's key strengths are described below. Exhibit 14 on the next page presents accompanying quantitative data from grant partners.

- **Extraordinary staff commitment, accessibility and dedication to diminishing traditional funder/grantee power dynamics.** According to stakeholders, the Program staff distinguish themselves from other funders by cultivating deep, supportive relationships and incorporating responsiveness, fairness and openness into their everyday work. Many grant partners indicate that they would not hesitate to contact Program staff with questions or concerns, as the staff truly seek to work in partnership.
- **True understanding of the field and grant partner organizations.** Stakeholders express appreciation for the Program staff's deep understanding of the cause for reproductive health, rights and justice and the value of grant partners' work. Grant partners indicate that Program staff remain close to the field and the work on the ground, which allows them to stay aware of major trends, challenges and available resources.
- **Focus on community-based and emerging organizations.** Stakeholders think that the Program successfully supports frontline, grassroots organizations that are led by or have deep ties to target populations of low-income and marginalized women and girls of color. In particular, they note that the Program benefits newer and smaller organizations by acting as a "godmother" and helping them "get their feet wet" in the field; grant partners frequently describe their Program grants as their first and/or most important funds.
- **Progressive social justice values and risk-taking as a grantmaker.** Stakeholders value the Program staff's willingness not just to fund reproductive health, rights and justice issues, but also to seek out "bold," "fresh" and "cutting edge" work in the field, especially policy and advocacy and movement-building activities. They strongly believe that the Program opens up funding and other opportunities for programs, issue areas, geographic regions, target populations and small or grassroots organizations that may be riskier to fund but would not otherwise have access to such opportunities.

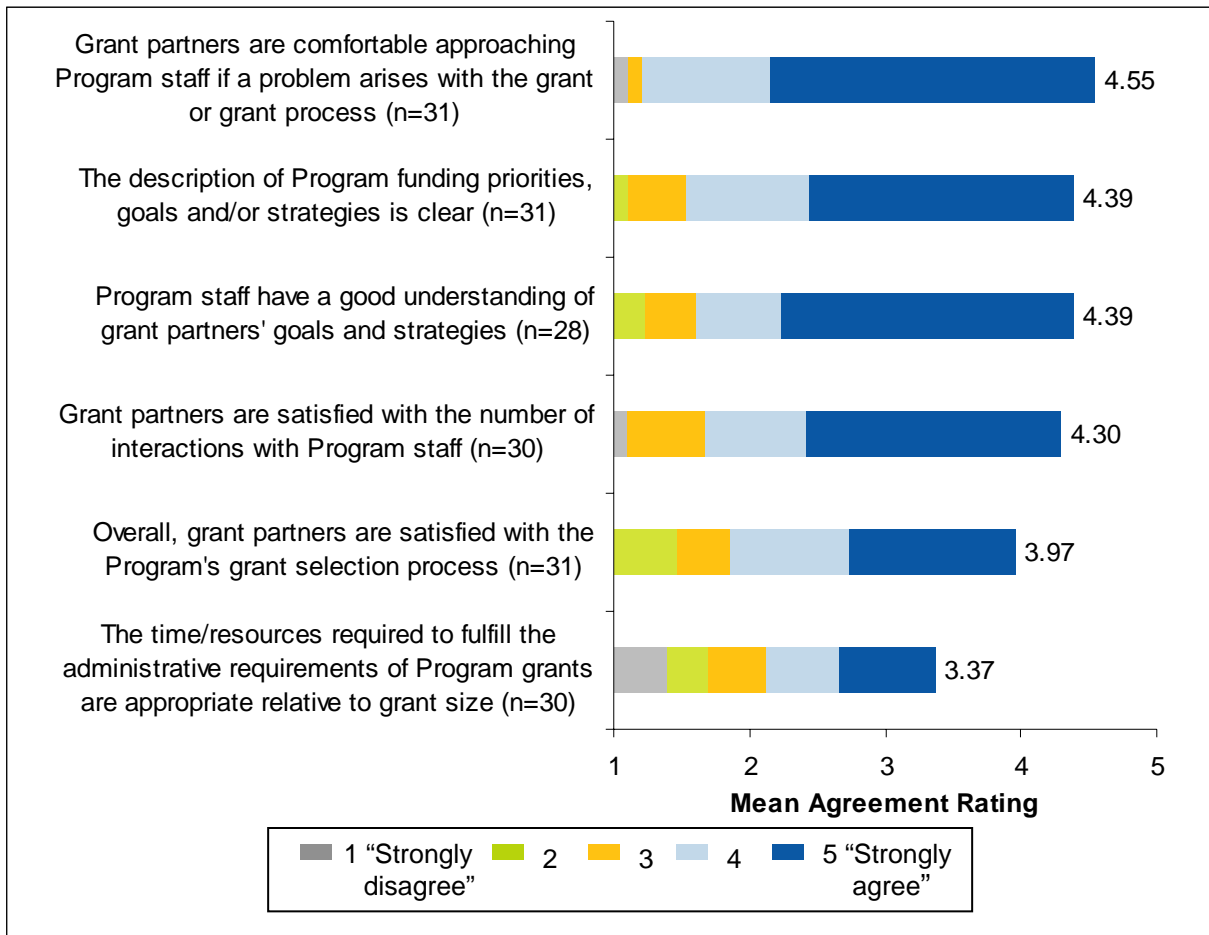
"It is invaluable to have a funder that truly feels like 'one of you' rather than an ivory tower entity that doesn't 'get it.' The WFC feels like an allied organization despite the inherent power dynamics of the funder/grantee relationship... They are very self-aware of the power dynamic... and do a lot to mitigate [it]."

"WFC is way ahead of the curve... [They are] a leader and pioneer in using a human rights framework which has all the intersections [between movements and issues] built in. We've been very encouraged to pursue our work from this model and their funding guidelines really reflect communities of color, the underserved and those not traditionally a part of the reproductive rights movement."

- Provision of general operating support.** General operating funds are especially desirable because of their flexibility—such funds allow grant partners to set their own priorities and implement programs that best meet their target populations’ needs. Because general operating funds are difficult to secure from many funders, grant partners are particularly appreciative of the Program’s willingness to provide such support.

As shown in Exhibit 14, grant partners provide positive ratings overall for the Program, especially the staff’s approachability (mean rating: 4.55). The comparatively lower average ratings for the grant selection process (3.97) and the administrative requirements of grants (3.37) are discussed in more detail in a later section of the report which addresses opportunities for Program improvement.

Exhibit 14
Grant Partners’ Mean Ratings of Agreement with Statements Regarding the Program’s Granting Process



Perceptions About the Program's Non-Grant Supports

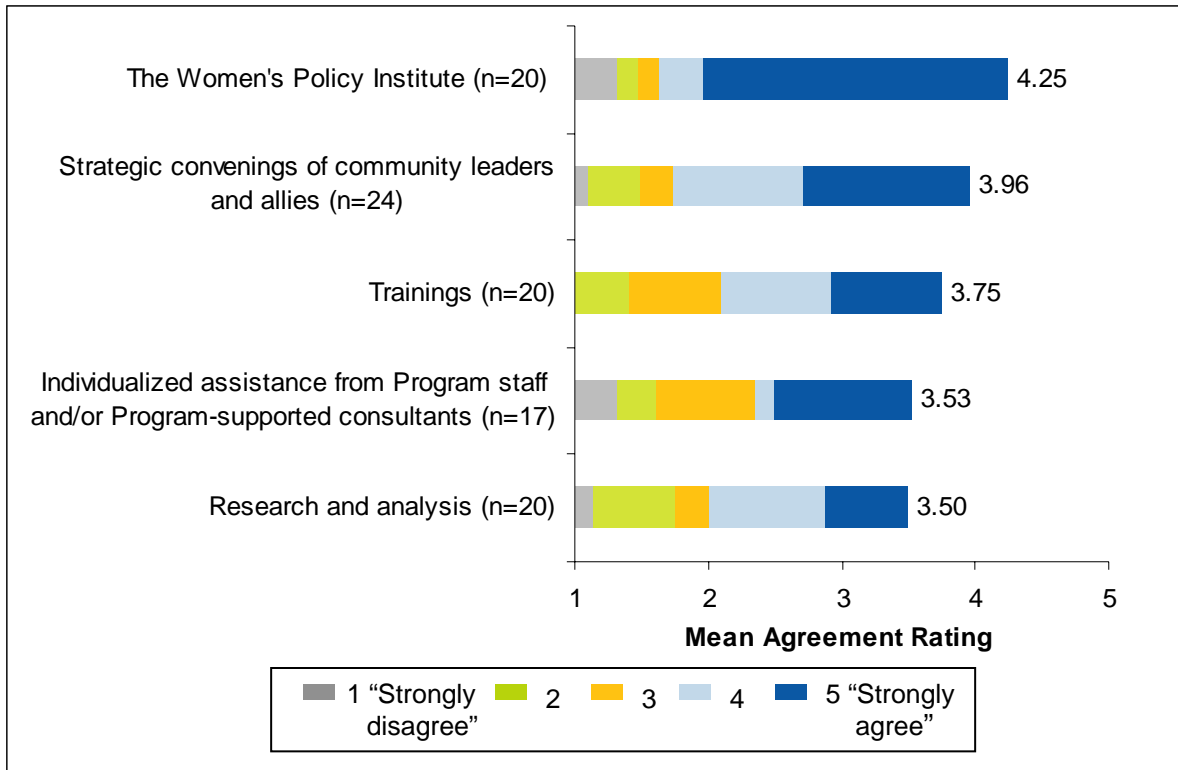
Overall, stakeholders report that the Program's non-grant supports add tremendous value and set WFC apart from many other funders. Two major themes related to the value of non-grant supports are described below with corresponding quantitative data from grant partners shown in Exhibit 15 on the next page.

“I see the development of the WPI as a huge investment not just in the reproductive health field, but the women's movement. It is making connections between grassroots advocacy and policy and pushing all of us to think about interconnections between our different strategies, fields and movements.”

- **The Women's Policy Institute (WPI) is WFC's “calling card.”** Stakeholders say that the WPI is innovative, impactful, visible and well respected. The WPI experience is personally rewarding to fellows, beneficial in increasing grant partner organizations' awareness of and participation in policy advocacy, and important for the field in terms of priming the next generation of women policy leaders. The WPI model—including experiential training in Sacramento, hands-on policy work and longer-term networking among current and former fellows and mentors—has already generated an interest in replication among organizations outside of California.
- **Convenings connect leaders in the field and build the statewide network.** Stakeholders particularly value the way in which the Program's convenings both reflect and improve the diversity of the field and build a broader, multi-issue social justice movement. The Program's convenings are viewed as dynamic and powerful venues for bringing traditional and non-traditional allies together around relevant issues and setting up pathways for enduring relationships and collaboration.

As shown in Exhibit 15 on the next page, grant partners most strongly agree that the WPI and strategic convenings have been effective in helping them make progress towards their reproductive health, rights and justice objectives (mean ratings: 4.25 and 3.96, respectively). Several factors may contribute to the differences in perceived effectiveness of non-grant supports, including the dose, timing, content, audience and format of the supports. The WPI and strategic convenings may receive higher ratings since they are typically more tangible, visible and/or are offered in a more systematic format than informal one-on-one assistance, general skills trainings or research and analysis support.

Exhibit 15
Grant Partners' Mean Ratings of Agreement with Statements Regarding
the Effectiveness of the Program's Non-Grant Supports



STAKEHOLDERS' SUGGESTIONS FOR PROGRAM SUPPORT & IMPROVEMENT

In the next section, we present stakeholders' specific suggestions for improvements in the Program's granting process and non-grant supports. These suggestions are offered directly by stakeholders based on their own experiences and perceptions of Program areas that they think could or should be changed. Some of these areas may be more or less amenable to change given the overall priorities and context of the Program.

Suggestions to Improve the Granting Process

Grant partners' chief recommendations for improvement of the granting process include the following:

- **Decrease the administrative requirements of grants.** Many grant partners think that the grant application and reporting forms are too time-consuming and labor-intensive, particularly relative to the size of Program grants. For example, a grant partner comments, "We apply to WFC for grants anywhere from \$5,000 to \$20,000, and our experience is we have to do a lot more work for WFC than other foundations that give us three times as much." Many grant partners realize that some of the administrative demands are driven by WFC's own reporting requirements to other funders, as WFC is an intermediary organization that must raise its own funds and demonstrate impact. Still, grant partners think that the administrative process could be streamlined. Grant partners also would like more information about how Program staff will use and/or follow up on the data they provide.
- **Provide larger grants and multi-year support.** Grant partners struggle with piecemeal funding and need additional resources to sustain their programs. The reduction in some Program grants over the last few years (i.e., approximately \$5,000 less per organization) has magnified grant partners' resource constraints. While grant partners do not expect the Program to provide *all* the funds they need, they think that larger grant sizes and/or two or three years of sustained funding would help build their capacity, decrease administrative burden and increase impact.
- **Reevaluate the use and/or composition of the grants review committee.** The Program's grant decisions have historically been guided by a grants review committee that includes community representatives such as the leaders and advocates staffing grant partner organizations. These representatives typically serve terms of one to two years, helping the Program maintain close connections to the communities it supports. Stakeholders respect the high value the Program places on its community ties, and several report that their participation in the committee was an

"A \$15,000 grant basically pays for a small stipend of our staff time. An extra \$10,000 could help with capacity building [such as] getting a space so we're not always looking for free things, or getting some stability over a period of time... [With] two to three years of funding, we would have time to do our strategic plan we never get around to."

“WFC has invested in the Central Valley...but [in general it] is the forgotten land of California. If we are to continue to make strides around women’s equity and justice, we need to invest time, energy and resources in the Central Valley.”

interesting and rewarding experience (e.g., learning how funders make decisions, gaining awareness about innovative projects in the field). However, many stakeholders indicate that the committee operates better in theory than in practice. For instance, one grant partner notes, “The decisions made by the grants review committee sometimes feel arbitrary or misinformed.... Some continuity and depth of knowledge about organizations and programs seems to be lost.” In addition, conflicts of interest arise when committee members seek grants themselves. Grant partners suggest that the Program make considerable refinements or develop an alternative mechanism for grant selection.

- **Continue efforts to diversify the field and the portfolio of grant partners.** Stakeholders recognize the Program’s strength in this area and they want the Program to *further* its already impressive achievements of diversification. A few stakeholders specifically mention that they would like to see greater representation among rural areas (e.g., the Central Valley) and African American-led organizations.

Suggestions to Improve Non-Grant Supports

Stakeholders’ key recommendations for improvements to the Program’s non-grant supports appear below.

- **More information about the availability of non-grant supports.** Stakeholders recognize the wealth of resources that WFC has to share, and recommend that staff more intentionally and proactively promote awareness of and link grant partners to such resources. Longer-term grant partners would welcome periodic reminders about available resources, and an orientation regarding resources would be particularly useful for emerging organizations and/or those newly acquainted with WFC. One grant partner’s comment illustrates the value of Program staff communicating early about what they can offer: “When you’re getting off the ground, every penny is so precious that you never think to ask for [anything] more... A lot of organizations probably don’t realize that there’s probably some kind of support available.”
- **Continued convenings and/or other venues for networking and relationship building.** As mentioned in other sections of this report, Program convenings remain popular and impactful; many stakeholders say they would like continued opportunities to connect with others. While some stakeholders want the Program to further explore and promote intersections between issues and movements, several request that more attention be paid to discussing and resolving historic tensions between movements (e.g., reproductive and environmental health) and their approaches to the work. Stakeholders recommend that the Program consider providing more financial support (e.g., stipends, travel reimbursements) to individuals and organizations to increase participation at convenings and ensure representation from diverse groups.

- **Ongoing knowledge and resource sharing.** WFC is a trusted source of information and support, and stakeholders encourage WFC to continue building its presence in the field and keep reproductive health issues on funders' and policymakers' radar by sharing best practices and key learnings. Also, grant partners would appreciate additional support to link up with other organizations and experts that can provide various types of assistance (e.g., staff trainings, public relations expertise) or partner on particular issues (e.g., immigrant rights). In terms of the frequency, length and format of knowledge sharing and/or networking opportunities, it is clear that one size does not fit all. In general, however, grant partners indicate that e-mail communication is preferable for regular information sharing (e.g., action alerts) and keeping up to speed on the field, while occasional in-person convenings are best for relationship building. Teleconferences and online networking are often seen as the middle ground; however, some grant partners report that these mechanisms tend to be less engaging or satisfying.

Moving Forward

In this final section of the report, we offer a synthesis of the Program's key strengths and achievements, as informed by Program stakeholders' experiences and perceptions as well as the evaluators' observations and perspectives. We conclude the report by highlighting areas for reflection and consideration as the Program staff moves forward in their work.

KEY PROGRAM STRENGTHS & ACHIEVEMENTS

Overall, the evaluation findings demonstrate considerable alignment and effectiveness of the Program's multifaceted model. The Program has been able to strategically blend relatively small grants with other types of non-grant supports to enhance individual leadership and organizational capacity; having WPI fellows come from grant partner organizations appears to be particularly effective. The Program exhibits considerable progress towards the primary intentions and expected outcomes outlined in the Theory of Change (Appendix A). For example, the Program and its grant partners are reaching and strengthening the desired target populations, resulting in a greater field-level presence of emerging and grassroots leaders and organizations and low-income women and girls of color. Additionally, the Program facilitates strategic relationships and linkages both *within and across* issues and movements, effectively helping to build a diverse and far-reaching network of leaders and organizations in the state. Finally, the Program is sowing the seeds of long-term structural and systemic change by contributing to improvements in knowledge, capacity, empowerment, participation and leadership at multiple levels: among grant partner organizations, individual staff and leaders and target populations.

It is evident that WFC has earned a strong reputation in the field and that Program staff have built and maintained meaningful relationships with grant partners and other stakeholders. WFC's role as a funding intermediary has contributed to its ability to take risks in its grantmaking and develop close relationships with emerging leaders and organizations that would not necessarily be pursued by other funders. By being rooted in the broader field and the communities they seek to impact, the Program staff possess a deep

knowledge and understanding of grant partners' intentions, challenges and accomplishments. In turn, Program staff have been able to share such knowledge with funders, policymakers and others, successfully contributing to increased visibility of and support for reproductive health, rights and justice issues.

IMPLICATIONS FOR THE FUTURE

At this point in time, the Program is well positioned to build on its accomplishments and lessons learned to date with some refinements to increase its overall effectiveness and impact. Based on the evaluation findings, we see the following as the most important areas for Program staff to reflect on and modify their strategies, foci and practices. Although these recommendations specifically relate to WFC's Reproductive Justice and Sexual Rights Program, we believe that many of these considerations could apply to other WFC programs (e.g., Environmental Health and Justice, Economic Security) and would be of interest to other philanthropic organizations.

- **Striking a balance in the amount and duration of grant funding and diversity of Program beneficiaries.** We recommend that the Program staff revisit their decisions regarding the breadth and depth of support to individual organizations. Although the relatively small Program grants significantly affect emerging organizations, larger, multi-year grants could facilitate greater organizational capacity and growth among grant partners, thereby positioning them to have greater impact on their target populations and more opportunities to access support from larger funders. Additionally, the Program could serve as a pipeline for grants to smaller and newer organizations with the intent of their "transition" to other funders over a period of time. If the Program eventually funds fewer grant partners, it could assess the costs and benefits of further expanding eligibility for non-grant supports (e.g., convenings, peer networks) in order to maximize the number and diversity of individuals and organizations touched by Program support.
- **Right-sizing administrative requirements and outcome expectations.** It remains important that Program staff guide grant partners in setting outcome expectations relative to grant size and length; this will help set grant partners on a realistic and successful course. We also recommend a reexamination of the Program's application and reporting requirements and forms, particularly in light of any shifts in the breadth, depth and duration of grant funds. The Program understandably needs to collect enough data to satisfy its various funding sources; however, the Program should only collect the types of data that its staff has the capacity to read and use and which are fully necessary to tell the Program's story. Program staff may be able to cut some data elements, or at least simplify the format or reduce the frequency of data collection to decrease the

demands on grant partners' and the staff's already limited capacity. We suggest that Program staff provide more context about how grant partners' reporting will directly influence internal Program processes or support and/or fulfill external reporting requirements; that way, grant partners can better target their responses and understand the purpose and application of the data they report.

- **Assessing the most effective and cost-efficient ways to provide non-grant supports.** The evaluation findings indicate that Program staff do not currently have the capacity or resources to maximize the utilization or effectiveness of the Program's non-grant supports. For this reason, we suggest that staff focus their efforts and investments on a few key areas such as the WPI and strategic convenings while exploring the availability, cost and quality of external resources in areas such as general operations and capacity trainings or research and analysis. Where possible, WFC should streamline supports across program areas to most effectively use resources for building grant partners' skills and capacity (e.g., fundraising techniques, evaluation, public relations). Investments in peer support and learning mechanisms (e.g., alumni networks, mentoring relationships between established and emerging organizations) can help to build and sustain connections among grant partners while simultaneously decreasing some demands on Program staff for assistance and support. As the Program staff further clarifies and systematizes its provision of non-grant supports, we suggest that they more formally advertise such supports and track utilization and perceived effectiveness among recipients. It is worth noting that the Program faces inherent challenges in meeting stakeholders' requests for additional support, convenings and other resources when, in reality, stakeholders often lack the time and capacity to participate in and take full advantage of such resources.
- **Increasing the Program's broader impact.** We recommend that the decisions resulting from the application of these evaluation findings—for example, the selection of grant partners, amount and duration of funding and provision of non-grant supports—be made with a keen eye to increasing the Program's overall impact. The Program's model, evidence of impact and reputation are all in place—the Program is poised for the next phase in its development. One way in which WFC has already made progress in achieving broader impact is by sharing the WPI model with other organizations for replication. We encourage WFC to further export its programs, models or curricula and mentor other organizations in adapting these components. We also encourage Program staff to continue to leverage their knowledge, experience and connections to increase funders' and policymakers' involvement in and support of the field. Given the staff's desire to continue to grow the Program, a significant challenge will be maintaining the integrity of the model and the high-touch approach they have employed so successfully.

Appendices

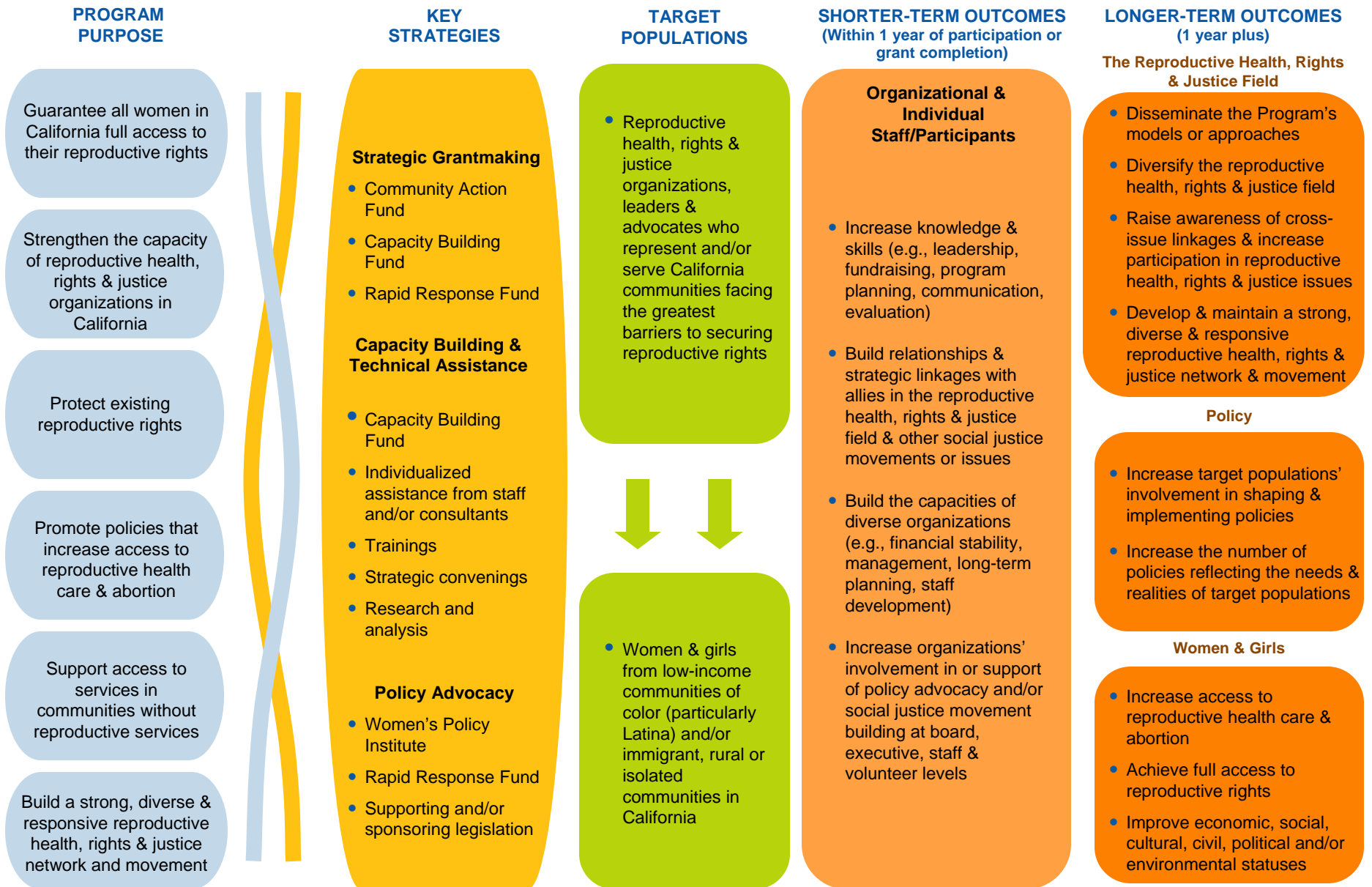
Appendix A: The Women's Foundation of California Reproductive Justice & Sexual Rights Program Theory of Change

Appendix B: Evaluation Methods & Limitations

Appendix C: Additional Organizational & Individual Impacts of Program Support

The Women's Foundation of California

Reproductive Justice & Sexual Rights Program Theory of Change



Evaluation Methods & Limitations

METHODS

With input from the staff of the Women's Foundation of California (WFC) Reproductive Justice and Sexual Rights Program (the Program), BTW *informing change* (BTW) developed and refined survey and interview protocols for the evaluation. BTW also developed a focus group guide for Program staff. BTW administered the survey through an online program to 58 former and current grant partners.¹ The survey remained in the field for approximately one month, and representatives from 32 organizations completed the survey for a 55% response rate. Additionally, BTW conducted 25 telephone interviews with former and current grant partners—including some Women's Policy Institute (WPI) fellows²—as well as persons identified by Program staff as being key leaders in the reproductive health, rights and justice field. Of the 41 total organizations represented in the evaluation, 41% participated in the survey, 22% participated in an interview and 37% participated in both the survey and an interview. Finally, BTW facilitated a focus group discussion with eight Program staff.

Please contact BTW informing change at (510) 665-6100 if you would like a copy of the survey instrument or interview protocols.

Comparisons Between Survey Respondents & Non-Respondents

As shown in Exhibits 1 and 2 on pages B2 and B3, the grant partners responding to the survey differ in some respects from the grant partners that did not respond to the survey. First, survey respondents are more likely to be reproductive and environmental cross-over organizations, meaning that they pursue health, rights and justice work related to the intersections of these two movements or issues. Respondents are also more likely to have had a staff member participate in the WPI, and on average, have received more grants, more years of support and a higher amount of total funding from 2001 to 2007 than non-respondents. There are only slight variations in the geographic areas targeted by respondents and non-respondents; both groups have most frequently targeted the San Francisco Bay Area and California statewide. Because respondents have received a greater proportion of total grant funds, they have typically allocated more funds to each geographic region than non-respondents.

¹ The grant partners eligible for the survey and/or an interview received funding and/or participated in other types of Program support (e.g., Women's Policy Institute, strategic convenings) from 2001 to 2007, excluding organizations for which Program staff lacked current contact information.

² WFC contracted with a third party in 2004 and 2006 to evaluate the administration and impact of the WPI. The WPI-related data collected for this evaluation are specifically related to the Reproductive Justice and Sexual Rights Program and are intended to complement previous WPI evaluation findings.

Exhibit 1
Comparisons Between Survey Respondents & Non-Respondents for Selected Descriptive Variables³

	Survey Respondents (n=32)	Non-Respondents (n=32)	All 2001-2007 Grant Partners (n=64) ⁴
Percentage of grant partners that are reproductive and environmental cross-over organizations	22%	13%	17%
Percentage of organizations having a staff member participate in the WPI from 2001 to 2007	47%	22%	34%
Total number of grants from 2001 to 2007	Median: 2 Range: 1-7 Sum: 63	Median: 1 Range: 1-4 Sum: 45	Median: 1 Range: 1-7 Sum: 108
Percentage of organizations having received Program funding in multiple fiscal years from 2001 to 2007	48%	29%	39%
Total grant amount from 2001 to 2007	Median: \$20,000 Range: \$2,500-\$113,000 Sum: \$859,740	Median: \$12,500 Range: \$2,500-\$50,000 Sum: \$530,000	Median: \$18,983 Range: \$2,500-\$113,000 Sum: \$1,389,740

³ One survey respondent and one non-respondent only received non-grant Program supports from 2001 to 2007; thus, data regarding the number and amount of grant funds and years of program support are not applicable. For these three variables, data are presented for 31 respondents, 31 non-respondents and 62 total grant partners.

⁴ The Program provided grant funding and/or other supports to 64 total organizations during the 2001 to 2007 time period. Six of these organizations were not eligible for a survey because current contact information was not available; these six grant partners are included as non-respondents in this descriptive table, but they are not counted in the denominator of the survey response rate.

Exhibit 2
Specific Geographic Regions Targeted by Survey Respondents & Non-Respondents & the
Amount of 2001 to 2007 Program Funding Allocated per Region^{5,6}

Region	Survey Respondents (n=31)		Non-Respondents (n=30)		All 2001-2007 Grant Partners (n=61)	
	Percentage Targeting the Region	Amount Allocated per Region	Percentage Targeting the Region	Amount Allocated per Region	Percentage Targeting the Region	Amount Allocated per Region
San Francisco Bay Area	39%	\$227,833	40%	\$169,250	39%	\$397,083
Statewide	32%	\$245,108	27%	\$58,500	30%	\$303,608
Greater Los Angeles	16%	\$100,333	13%	\$86,250	15%	\$186,583
San Joaquin Valley ⁷	10%	\$60,750	10%	\$45,750	10%	\$106,500
Mexico	7%	\$48,465	10%	\$65,000	8%	\$113,465
Central Coast	13%	\$94,750	0%	\$0	7%	\$94,750
Southern California	3%	\$37,500	7%	\$34,000	5%	\$71,500
Northeastern California	0%	\$0	7%	\$33,750	3%	\$33,750
North Coast	0%	\$0	3%	\$20,000	2%	\$20,000
Sacramento Valley	0%	\$0	3%	\$15,000	2%	\$15,000
Sierra Nevada	3%	\$45,000	0%	\$0	2%	\$45,000
Inland Valley	0%	\$0	0%	\$0	0%	\$0

⁵ The San Francisco Women's Foundation and Los Angeles Women's Foundation merged in 2004 to form the statewide foundation now known as WFC. Data regarding the geographic distribution of Program funds prior to 2004 are only available for the San Francisco Women's Foundation; therefore, the data are weighted towards northern California regions and are not reflective of the more recent and planned allocation of Program funds.

⁶ Program staff provided the geographic data to BTW using information available on grant application forms; the data are not available for one survey respondent and two non-respondents. The data are sorted in descending order by the percentage of all grant partners targeting each region; percentages do not total 100% due to the possibility of targeting more than one geographic area. The calculations of grant funding per region assume that grant partners targeting multiple regions allocate Program funds equally across those regions.

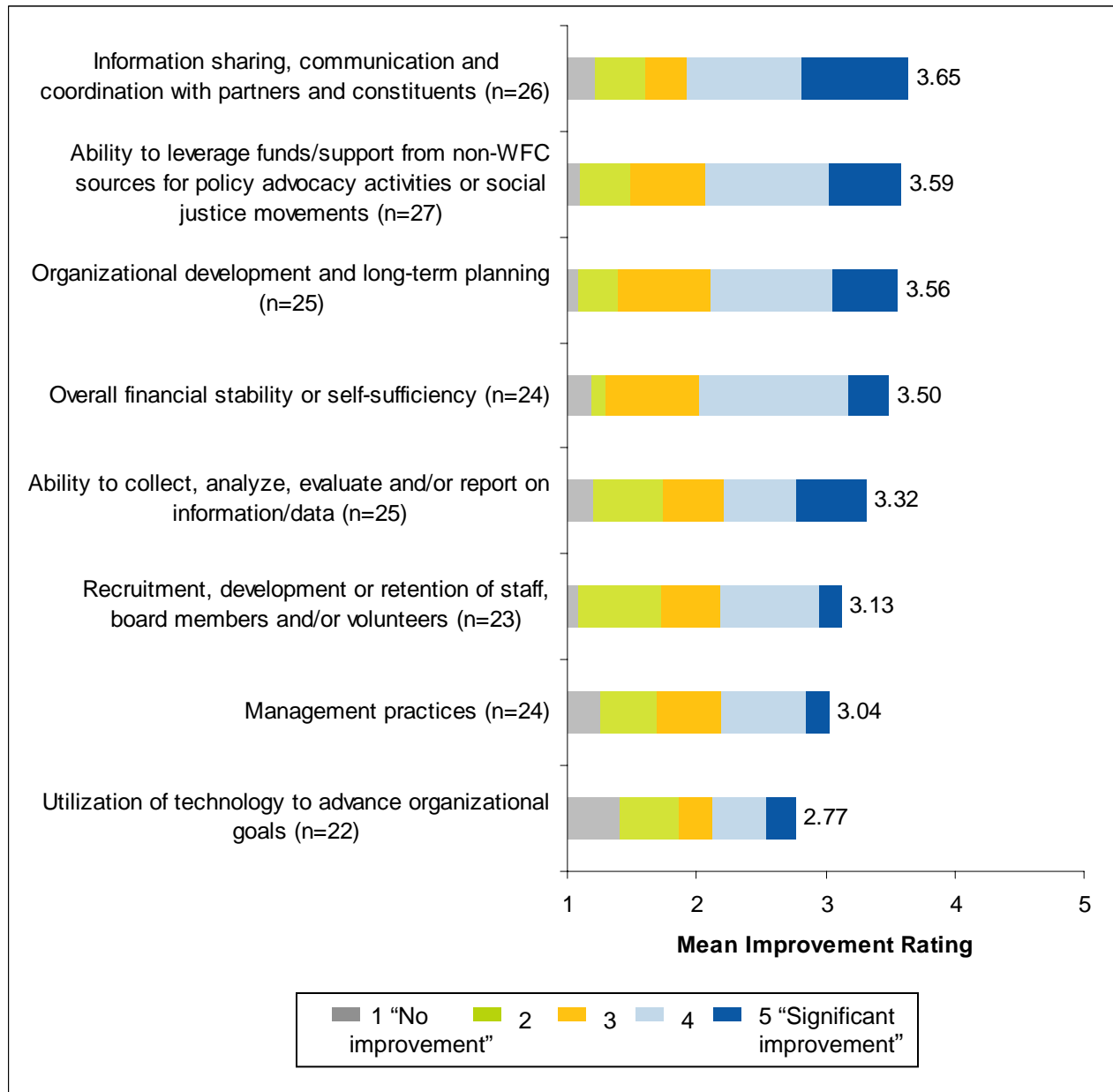
⁷ Multiple counties in the San Joaquin Valley and Sacramento Valley make up the region commonly referred to as the Central Valley of California.

METHODOLOGICAL LIMITATIONS

When reviewing these findings it is important to note some limitations. First, the data collected for this evaluation are self-reported by those who were surveyed and/or interviewed. Second, the individuals and organizations included in the evaluation received different levels and types of Program support, had varying amounts of time to experience the effects of such support and have varying degrees of experience with the Program's broader impact on the reproductive health, rights and justice field. Third, it was not always clear the degree to which evaluation participants distinguished the impacts of Program support from other funding sources or contributing factors (e.g., political, economic and social). Fourth, this evaluation focuses on the 2001 to 2007 time period, and we did not collect information from all individuals or organizations who received support from or were involved in the Program; as a result, caution is warranted in generalizing findings to other individuals, organizations or time periods.

Additional Organizational & Individual Impacts of Program Support

Grant Partners' Mean Ratings of Improvement in Organizational and Individual Knowledge, Skills & Capacity as a Result of Program Support¹



¹ This graph is a continuation of the organizational and individual improvement ratings depicted in Exhibit 10 in the body of the evaluation report.