Lessons from the Learning Review of the Ford Foundation’s Strengthening Human Rights Worldwide global initiative (SHRW)

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Methodology

- Grantee engagement
- Document reviews
- Interviews – 69 people
- Social network analysis grantees and matched groups
- Survey – 23 funders; 14 additional experts
- Case studies
Traditional inequitable, hierarchical models are being replaced by a more open mosaic-like dynamic
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- Southern groups network, produce & disseminate knowledge, and establish collaborations without waiting for INGO invitations

- INGOs use resources to flatten the hierarchy but enabling affected groups to self-organise
THE HUMAN RIGHTS SYSTEM:
Traditional dependence on INGO agendas shifts to southern groups’ own agency

- Southern groups move their own agendas at whatever forums are most strategic – local, national, regional, international
- INGOs shift from using southern cases to collaborating
- Membership-based INGOs’ governance enables cross-regional influence on priorities & practices
FUNDING IMPLICATIONS: Long term core funding provides national and Global South groups stability, autonomy & flexibility which increases their strategic capacity to:

- **Create** their own collaborations
- **Initiate** evidence-gathering & analysis
- **Shape** their strategic arguments
- **Choose** who to ally with
- **Choose** who to target whether at local, national, regional or international levels
- **Identify** what of their experiences could be useful to others globally
Jointly & transparently negotiate theory/theories of change including what outcomes will be considered signs of progress.

Invest in relationship-building across NGOs, social movements & INGOs AND between funders & grantees.

Invest in institutional capacity strengthening, enabling & managing leadership transitions & choice of technical support.

Allow national groups to share funding with others & generally emphasize ethical ways of working.

Be realistic about the relationship between time and money.
Thank you!

Photo Titles & Credits

Slide #
1. Women Marching in Myanmar. Photo © REUTERS/Soe Zeya TunCf.
2. Stock image

Layout: Laurel McBirnie, DMCB

To download the SHRW Review, click here.

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