



# **The design and implementation of the Fund for Leadership Development (FLD) in four countries: A background paper**

## **Part of the Retrospective Evaluation of the FLD**

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## Abbreviations and Acronyms

<b>ARH</b>	Adolescent Reproductive Health
<b>CCR</b>	Citizenship and Reproduction Commission (Comissão de Cidadania e Reprodução, Brazil)
<b>CEBRAP</b>	Brazilian Social Planning and Analysis Center (Centro Brasileiro de Análise e Planejamento)
<b>DF</b>	Distrito Federal (Mexico)
<b>ELDP</b>	Emerging Leaders Development Program (Nigeria)
<b>FCT</b>	Federal Capital Territory (Nigeria)
<b>FLD</b>	Fund for Leadership Development
<b>HPIF</b>	Health and Population Innovation Fellowship Program (India)
<b>IPAS</b>	International Pregnancy Advisory Services
<b>IRSSR</b>	Program of Rural Initiatives in Sexual and Reproductive Health (Programa de Iniciativas Rurales de Salud Sexual y Reproductiva, Mexico)
<b>MDGs</b>	Millennium Development Goals
<b>MMM</b>	Maternal Mortality and Morbidity
<b>NAC</b>	National Advisory Committee
<b>NAG</b>	National Advisory Group
<b>NGO</b>	Non-Governmental Organization
<b>PI</b>	Pathfinder International (Nigeria)
<b>PRH</b>	Population and Reproductive Health
<b>PROSARE</b>	Program in Support of Projects in Health, Sexual Rights and Reproductive Rights (Programa de Apoio a Projetos em Saúde, Direitos Sexuais e Direitos Reprodutivos, Brazil)
<b>SEMILLAS</b>	Sociedad Mexicana pro Derechos de la Mujer, A.C., (Mexico)
<b>STD/I</b>	Sexually Transmitted Disease/Infection
<b>SYL</b>	Youth Leadership Program (Mexico)
<b>WPP</b>	World Population program

## Introduction

This background paper is part of the retrospective evaluation commissioned by the John D. and Catherine T. MacArthur Foundation (Foundation) to assess the extent to which the implementation of the Fund for Leadership Development (FLD) and the lessons learned can provide guidance for the Foundation's future grant-making and evaluation investments. The paper aims to describe how the program was structured and implemented in each country.

The paper has six chapters.

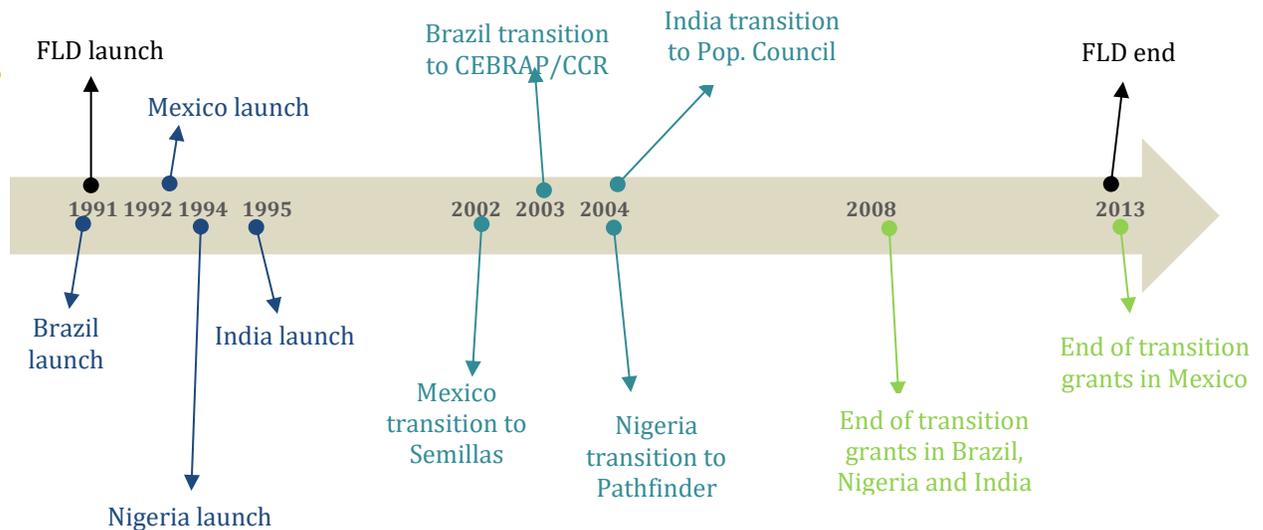
- Chapter one provides an overview of the FLD, the global rationale for its implementation, and its global design.
- Chapters two to five profile the rationale, and implementation of the FLD as it was carried out in the four country sites: Brazil, Mexico, Nigeria and India. Each country-level profile includes two sections: the first section describes the process used for selecting grantees; the make-up of the selection committees; the mentoring provided to the grantees; the evaluation of their performance; and the analysis of grants made throughout the FLD in terms of topics, size, duration and geographic focus. The second section analyzes the transition from the Foundation to partner organizations; this includes the rationale; the selection process; mentoring and evaluation where applicable; the geographic and thematic foci of the grants; and grantees' distribution over years. Each profile also highlights the challenges of this transition, and how they were addressed.
- Chapter six provides a summary of the findings, including challenges encountered during the document review, an overview of the evaluations conducted on the FLD program, and the importance of the retrospective evaluation.

## Chapter 1: Overview of the FLD

The Fund for Leadership Development (FLD) was an initiative of the Population and Reproductive Health (PRH) Program at the John D. and Catherine T. MacArthur Foundation (Foundation) that was implemented from the early 1990s until 2013. The purpose of the FLD was to provide grants to leaders committed to furthering social change in population and reproductive health in four countries: Brazil, Mexico, Nigeria and India<sup>1</sup>.

The FLD was launched in response to the lack of broad and flexible support for innovative individuals working on complex PRH issues. Starting from the assumption that countries' population problems were better addressed when priority was given to local leaders and institutions, the FLD sought to enhance personal and professional development of those leaders, and to promote opportunities for them to make lasting contributions to the PRH field. In each country, the FLD staff relied on the support of National Selection Committees to select mid-career individuals, aged 25-45, who had demonstrated the potential to make significant contributions to the PRH field. Mentors, who were more senior in the PRH field than the grantees, were also recruited to provide guidance throughout the grant cycle (1-3 years).

The FLD was directly implemented by the Foundation's country offices in the first ten years. It was then transitioned to local organizations with expertise on PRH issues: CEBRAP/CCR in Brazil (2003 – 2008), Semillas in Mexico (2002 – 2013), Pathfinder International in Nigeria (2004 – 2008) and Population Council in India (2004 – 2008).



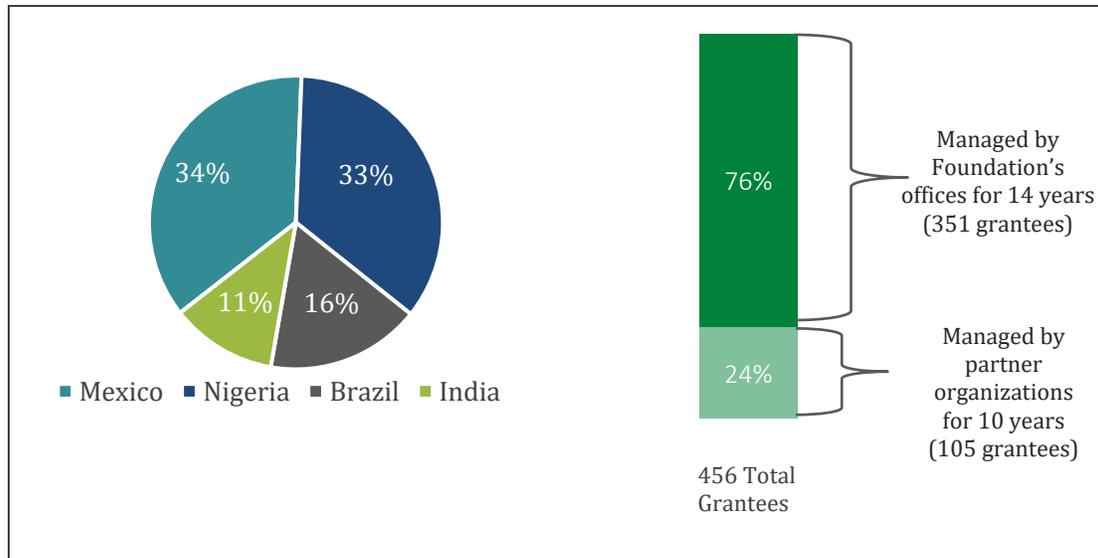
A total of 456<sup>2</sup> individuals received grants as part of the FLD and transitional grants, including 17% of them in Brazil, 33% in Mexico, 32% in Nigeria, and 18% in India. The majority of the grantees (76%) were directly managed by the Foundation's offices between 1990 and 2004, while 24% were

<sup>1</sup> Countries are listed according to the timeline of the FLD.

<sup>2</sup> This was the number of grantees who were selected by the Foundation's country offices and partner organizations. However, 430 actually implemented their projects. In Mexico, 95 persons were selected by the country office, but funds were not disbursed or projects were not implemented for 14 grantees (10 for the 1999 cohort, and 4 for the 1993 cohort). Similarly, 121 persons were selected for grants by the country office in Nigeria, but funds were not disbursed or projects were not implemented for 12 of them (11 for the 1999 cohort and 1 for the 1997 cohort).

managed by the three partner organizations between 2003 and 2013. In addition, institutional grants were made to 47 organizations in Brazil, and to 15 organizations in Mexico.

*Individual grantees from 1991-2013*



**Global Rationale**

In June 1988, the Foundation’s Board of Directors approved the establishment of a World Population Program (WPP) and tasked it with two goals: establish a distinctive philanthropic role for the Foundation to take with regard to reinvigorating responses to the complex dimensions of the global population problem; and develop a distinctive philanthropic style, in which developing country leaders would play unusually influential roles. This distinctive style required support to both individuals and organizations working on population issues<sup>3</sup>.

Six months later, the WPP staff initiated a series of discussions on how best to support individual and institutional leadership development. Over the following 18 months, the WPP staff conducted discussions with its advisors and staff in developing countries, as well as representatives of other award programs, to inform the design of a program offering flexible support to organizations and individuals. One major question that was considered was whether to emphasize support to innovative institutions or to outstanding individuals. One of the findings of these discussions was that, although some programs supported individuals working in the public health sector through scholarships, travel grants and international exchange programs, none of these programs operated within the population field as the WPP had defined it.<sup>4</sup> WPP staff came to the conclusion that establishing a specific awards program for individuals would have a greater impact on the population field. They recommended that the program focus on individuals on an experimental basis, and expand to organizations once it established a structure for identifying and selecting grantees.

<sup>3</sup> John D. and Catherine T. MacArthur Foundation (September 1990), “Program Committee of the whole World Population Program: Proposal to establish the Fund for Leadership Development.”

<sup>4</sup> John D. and Catherine T. MacArthur Foundation (September 1990), “Program Committee of the whole World Population Program: Proposal to establish the Fund for Leadership Development.”

This decision led to the creation of the FLD. The thinking behind the FLD was that local leaders would be in a better position to address the population problems facing their own countries if they were provided with a broad and flexible financial support to encourage innovation, and that their achievements would strengthen and sustain gains in the PRH field in each country where the FLD was implemented.

The aim of the FLD was to strengthen and diversify leadership in the PRH field by supporting individuals who had demonstrated unusual initiative, pragmatism, and dedication in response to economic and social development issues. The FLD had a dual purpose: to acknowledge individuals who had demonstrated considerable potential in their field; and to encourage new ideas, programs, and activities that could create a long-term impact on the PRH field. To achieve these objectives, the FLD was designed to award grants to promising individuals, and to collaborate with them on the drafting and implementation of a 3-year plan<sup>5</sup> for personal and professional development.

Beginning in 1991, the WPP selected four countries for its rollout of the FLD: Brazil (1991), Mexico (1992), Nigeria (1994) and India (1995). This choice was informed by strategic considerations: all countries were developing countries in the Global South; they were viewed as politically and economically influential; and they represented a significant proportion of the population of their respective regions of South America, Central America, South Asia and Sub-Saharan Africa. Each one of these countries was likely to experience the population challenges that were common in its region, and responses to the population challenges in these countries could potentially be replicated and inspire similar initiatives in their immediate region.

## **Global Design**

The FLD design included an initial thinking led by the national advisory group on the appropriate format and content of the FLD in the country; an annual selection process led by national selection committees; the grant award; support to grantees through mentoring as they implement a number of activities towards leadership development; and an evaluation of the progress made by the grantees. Furthermore, the FLD went through a transitional period where the Foundation transferred management to local organizations. Because flexibility was an important attribute of the program design, country offices were able to make changes depending on what they perceived to be the most effective ways of achieving impact. The sections below describe each component of the FLD design in more detail.

### **National advisory groups (NAG)**

The launch of the FLD in each country was informed by the findings and resolutions of meetings held by an initial group of experts called the National Advisory Group (NAG) or Committee (NAC). The Foundation's country staff engaged these experts to develop a program design best suited to local realities. For instance, the NAG in India advised the India country office against using the term "leadership" in the FLD's name, due to conflicting interpretation of that term in the country. After the FLD was established in a country, NAG members conducted its review annually. Document review for this background paper uncovered little information about the activities of these groups after the launch of the FLD, but they appeared to have been quite active in India and Nigeria where they met once a year for half a day.

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<sup>5</sup> This was later reduced to two and then one-year plans towards the end of the program.

### **National selection committees or advisory panels**

National selection committees or advisory panels were a vital part of the selection process. In each country, particularly in the first years of the FLD, most members had played an important role in the launch of the FLD, before being called into the selection committee. Members were drawn from an existing pool of experts and appointed by the Foundation's country director.

Their role was the same across all countries and mirrored the role of a hiring committee in a job recruitment process. They received pre-screened applications, assessed the quality of these applications against established criteria, made their recommendations as to why an application was worthy of consideration, conducted interviews of the finalists, made a final determination and recommended grantees to the Foundation's Board in Chicago. Selection committee members were also involved in the FLD annual reviews, alongside the National Advisory Group members and other PRH experts.

In each country, the committees were composed of five to seven distinguished persons drawn from academia, the media, civic organizations, and the health sector with experience and knowledge of the PRH issues in the country. Care was taken to ensure that committees' members represented different cultural and professional backgrounds, were balanced in terms of gender, and came from all regions of the country.

Selection committee members received a stipend (\$500 to \$1,500 depending on the country) for their participation in the FLD. They were bound by contractual obligations with the Foundation's country office, which specified tasks expected; the number of proposals each was expected to review; the time period in which their tasks must be completed; and the expenses reimbursement form.

### **Mentoring**

The FLD was designed to not only be a grant scheme, but also to provide grantees with leadership training and technical guidance. To that end, a mentoring system was established, and PRH experts in each country were invited to serve as mentors to the grantees.

Mentors were selected from a pool of experts created by the Foundation's country office, in consultation with its local partners. In some instances, the selection involved a brainstorming session between grantees, the Foundation's country staff, and selection committee members. Grantees could select a mentor preference, but the final decision rested with the Foundation's staff. Grantees could request a change of mentor if they were not satisfied with the person they were assigned. Mentors, too, could ask the Foundation's staff to appoint an outside evaluator who then assessed and submitted a report on the grantee.

Mentors received a stipend and operated under a contractual agreement with the Foundation's office. Their responsibilities included the provision of guidance to grantees during the development of their project; serving as a sounding board for grantees' ideas; encouraging grantees to think of the project's implications for leadership in the population field as well as for professional development; evaluating grantees' performance and growth as leaders; fulfilling the project's goals and objectives; and reporting to the Foundation's country office on the grantees' progress and personal development. Mentors were required to submit a number of reports which varied from one country to another.

## **Evaluation of Grantees**

The FLD not only had a mentoring system to support grantees throughout the implementation of their projects, but the original design also included a mechanism for monitoring grantees' progress. Grantees had a set of reports against which their performance was evaluated. The approach used to monitor the progress of each grantee varied from one country to another.

## **Activities covered by the grants**

In all countries, the one-to-three-year grants supported activities towards grantees' leadership development plans, including research, training, networking and mentoring. According to the proposal to establish the FLD<sup>6</sup>, the grants were aimed to support the following activities: " a) travel within and outside grantees' home country to visit other programs, attend meetings and conferences, pursue short-term study, etc.; b) for an activist, time away from a job to write, reflect, plan; c) for an academic, the opportunity to pursue particular research or spend time working in an action-oriented program; d) purchase of books, journal subscriptions, and communications or other equipment; e) programs to develop managerial expertise; f) seed funds to launch a new institution or project; g) to develop effective use of media; and h) formal academic study programs."

In practice, these original guidelines were followed. For instance, grants were used in Brazil to cover travel, stipends, project expenses and study costs. In India, they were used towards grassroots community work, training and support, advocacy, research services, and media and communication.

## **Transitional grants**

After being managed by the Foundation offices for approximately ten years, management of the FLD was transferred over to local organizations in all four countries: to Semillas in Mexico (2002); to CEBRAP/CCR in Brazil (2003); to Pathfinder International in Nigeria (2004); and to Population Council in India (2004).

Three main reasons underscored the transition from the Foundation's offices to other organizations: the change of leadership at the Foundation; the growing portfolios at country offices and resulting capacity issues; and the feeling that enough was achieved to allow the Foundation's total or partial disengagement.

While the transitional grants in Nigeria and India kept the FLD focus of only making grants to individuals, these grants were split between individuals and organizations in Mexico. In Brazil, they were entirely made to organizations.

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<sup>6</sup> John D. and Catherine T. MacArthur Foundation (September 1990), "Program Committee of the whole World Population Program: Proposal to establish the Fund for Leadership Development."

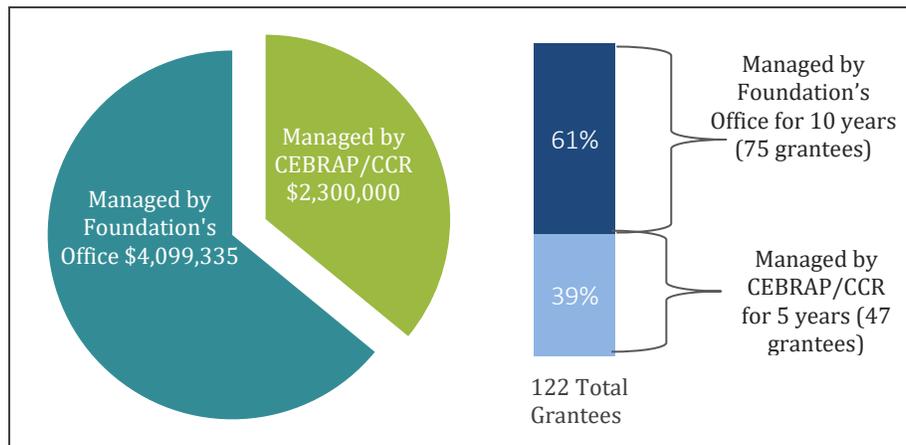
## Chapter 2: The FLD in Brazil

The FLD was first implemented by the Foundation's staff from 1991 to 2000, and then handed over to another organization with expertise and experience on PRH issues: the Brazilian Social Planning and Analysis Center (CEBRAP), which would manage it from 2003 until 2007 as PROSARE (Program in Support of Projects in Health, Sexual Rights and Reproductive Rights).

This chapter presents Brazil's country profile:

- The first section summarizes the implementation of the FLD by the Foundation's office, including the rationale of the FLD launch; the selection process and any changes made over years; the composition of selection committees; mentoring; evaluation of grantees; grants' thematic foci; and geographic distribution of the grantees.
- The second section analyzes CEBRAP's management of the PROSARE, including the rationale of the transition; the selection process; grants' thematic foci; and grantees' annual distribution.

### *Budgets and number of grantees managed by each organization*



### **Implementation of the FLD by the Foundation's office (1991 - 2000)**

#### **Rationale**

The Foundation's decision to implement FLD in Brazil was informed by the realization that the country's standing in the region would provide a strong model to its peers, but also that its political and cultural environment allowed NGOs to influence policy and practice. By 1991, when the Foundation launched the FLD, Brazilian civil society had significant experience advocating for a rights-based approach to reproductive health, campaigning for key issues such as abortion, contraception, freedom of choice and access to family planning, HIV/AIDS, sterilization and gender-based violence, among other issues. In short, the Brazilian NGOs were established enough to provide a pool of candidates who had demonstrated or were likely to demonstrate creativity and innovation.

The FLD also reflected the concerns of a select group of local professionals and researchers dedicated to population and reproductive health. Following a consultative process led by Carmen Barroso to assess the viability of a fellowship program in reproductive health, they recommended the following as potential thematic areas of focus that deserved special attention and investment: women's health and sexual education; communication; and the interaction between population and natural resources. One of the experts, George Martine, authored a publication<sup>7</sup> in 1991, which emphasized the need for the program to remain flexible. Of the three suggested areas, reproductive health ultimately became the priority of the FLD in Brazil.

### **Selection process**

The grants competition included four phases: the announcement, the review of applications, the selection and the decision.

- The selection started with an outreach to institutions and individuals to inform them of the FLD and seek out nominations. This outreach included word-of-mouth efforts and Foundation brochures. In the early years of the FLD, it included networking activities, travel to 10 states, and meetings. In later years, Internet-based outreach methods were employed. Each application was required to include a CV, an essay describing a three-year plan, and an estimated budget. About 300 to 400 applications were received each year.
  - Applications were invited from people of various professional backgrounds, such as journalism, demography, social psychology, genetics, and women's health.
  - Proposed activities that were accepted included policy review, research, educational initiatives and advocacy/activism.
- Once applications were received, Foundation staff selected proposals that related to a priority theme (women's reproductive health, AIDS, communications and popular education, linkages between population and environment); followed basic procedural criteria (individual project, within FLD budget, implemented by Brazilian stakeholders); and met minimum quality standards. The review normally reduced the number of applications to about 50.
- The preselected applications were then distributed to selection committee members for their review; this review included a meeting with the FLD country coordinator to select a number of candidates (approximately 20) to be invited for interviews. Interviewed candidates represented a little less than 50% of the preselected applicants and 5 – 7% of the total number of applications received.
- The selection committee and the country coordinator then interviewed the remaining 20 candidates and selected about half of them (approximately 10) for recommendation and approval by the Board of the Foundation. Each recommendation included a profile of each candidate. The final grantees were selected by the Board; the largest number ever selected was ten in 1999, and the smallest number was three in 1992. A total of 75 grantees were selected throughout the 10 years of the FLD.

### **Changes to the selection process over time**

The criteria upon which the selection was based changed, particularly after the first two years:

- While in 1991 and 1992, innovation, the ability to complete research and implement interventions, and potential for replication were the basis of selection, priority was given to a grantee's own professional development starting in 1993.

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<sup>7</sup> The Population Problem in Brazil: Elements for the MacArthur Foundation Agenda" ("A Questão Populacional no Brasil: Elementos para a Agenda da Fundação MacArthur").

- While in 1991 and 1992 selection was based on overall leadership capacity and potential for further development regardless of a particular contribution to the population field, as of 1993 the committee sought candidates that could advance the most neglected areas of the PRH field.
- Between 1993 and 1996, selection focused on the following annual themes: male involvement, reproductive health in the mass media, ethics and bioethics, and race and ethnicity. Starting in 1997, the committee returned to the eight reproductive health subthemes used in the first two years: reproductive rights, sexuality and gender, male involvement, abortion, race and ethnicity, STIs/HIV prevention, reproductive health care policies, and reproductive health issues in the mass media.

### **National selection committee**

Members of the experts' group who participated in the consultative process led by MacArthur's Population Area Director, Carmen Barroso, later formed the first selection committee of the FLD. The committees established annually were made up of five to seven members, from different backgrounds. The first selection committee in 1991 included three men and three women, five of whom were academics and one was an elected official representing Rio de Janeiro in the National Congress. The following year's committee was a mix of academics, NGO workers and a member of parliament.

### **Mentoring**

While the mentoring component was the same in all countries, it went through some changes in Brazil.

- Unlike the first two years when grantees had a say in the selection of their mentors, and mentoring was on an individual basis, the Foundation's office selected mentors itself for the 1993 to 1996 cohorts and mentoring was provided in a group session. In 2000, the last year of the FLD, its staff went back to allowing grantees to identify their own mentors, because those selected by the office could not provide adequate guidance on race and ethnicity topics which had become the focus of an increased number of projects.
- Between 1991 and 1993, grants' funds were used to pay for mentoring fees, and in most cases grantees were responsible for these fees. In 2000, FLD staff decided to pay mentoring fees through administrative funds.

### **Evaluation of grantees**

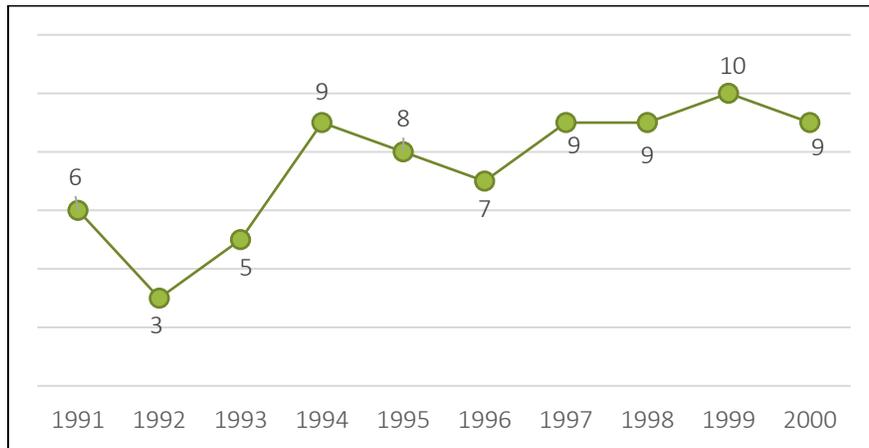
Apart from experts who were recruited to serve on the selection committees and as mentors, the country office recruited a number of experts to evaluate grantees' work from an outside perspective. This came in response to the finding that the FLD would gain from a more objective review than the one provided by mentors, whose rigor tended to relax as they became more and more involved with grantees.

It should be noted that in 1997, the use of external evaluators was abandoned because it proved a financial burden and frequently a redundancy, so mentors were asked to incorporate that element into their routine assessment of the grantees.

## **Grantee Information**

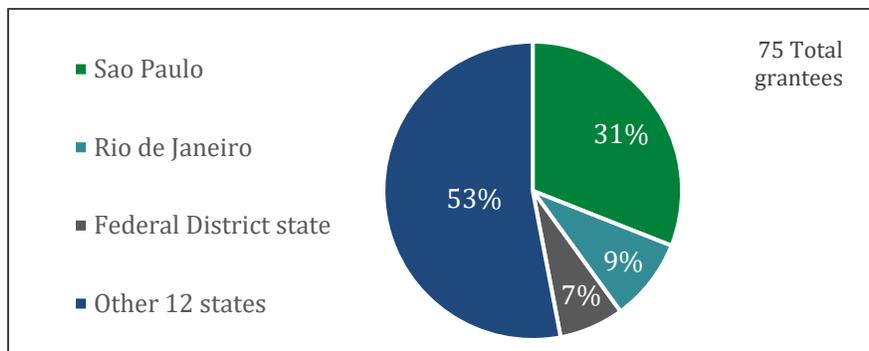
A total of 75 individuals received grants between 1991 and 2000, or an average of seven grantees annually. The smallest cohort was that of 1992 with three grantees, and the largest cohort was in 1999 with ten grantees. Some grantees received extensions in order to complete their projects, thus the number of annual grants was higher than the number of grantees.

### *FLD grantees' cohorts in Brazil*



Grantees came from 15 states; 23 of them (31%) came from the state of Sao Paulo (SP), including 21 from the city of Sao Paulo; seven grantees came from the city/state of Rio de Janeiro (RJ); five came from the city of Brasilia in the Federal District state (DF); and the remaining 40 grantees came from 12 states<sup>8</sup> and 21 cities.

### *FLD grantees by state of origin*



<sup>8</sup> These were: Amazonas (AM), Bahia (BA), Ceara (CE), Goias (GO), Minas Gerais (MG), Para (PA), Pernambuco (PE), Parana (PR), Rio Grande Do Norte (RN), Rio Grande Do Sul (RS), Santa Catarina (SC), Tocantins (TO).

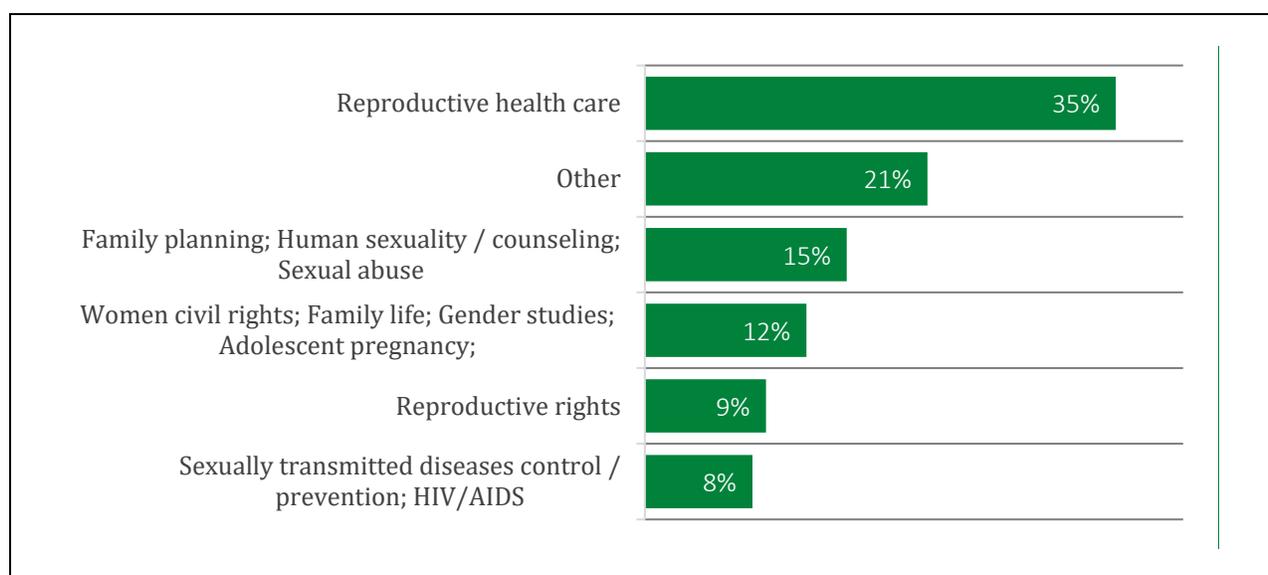
The analysis of grants' size and duration shows two phases. In the first eight years of the FLD (1991 – 1998), grantees received \$24,000/year for a total grant period of two to three years. In the final two years (1999-2000), this amount was reduced to \$18,000/year for a maximum of two years.

*FLD grants' size and time period*

Time Period	Grant Amount	Maximum grant period
1991 - 1998	\$24,000 ↓	3 years ↓
1999 - 2000	\$18,000 ↓	2 years ↓

The thematic distribution of the grants shows that the majority of grants focused on reproductive healthcare (35%) and reproductive rights (9%); next were grants focusing on family planning, sexual abuse and education (15%); and sexually transmitted diseases and HIV/AIDS (8%). A large number of grants focused on a single theme. The detailed thematic breakdown can be found in Table 1 in Annex 4.

*FLD thematic distribution in Brazil*



## **Management of the transitional program PROSARE by CEBRAP (2003 – 2007)<sup>9</sup>**

### **Rationale**

In 2000, the Foundation decided that the FLD was ready to graduate from its support after an outside evaluation highlighted the maturity of the Brazilian NGO movement on PRH issues, as “reflected in the election of mayors and other officials with a record of support for reproductive health and rights<sup>10</sup>.”

In December 2002, the Foundation ended its physical presence in Brazil. A month earlier, as part of its exit strategy, it made a “challenge grant” to a local organization, the Brazilian Social Planning and Analysis Center (CEBRAP) to implement a fellowship program on reproductive health, using the FLD model. Under the transfer agreement, the Foundation made a one-time \$2.3 million grant to CEBRAP to “establish an indigenous fund for grant making on sexual and reproductive health and rights in Brazil”<sup>11</sup> over a five-year period; CEBRAP also had the option to fundraise another \$500,000 from other sources to continue that program, and a million-dollar grant was expected from the Ford Foundation. The aim of the Foundation was to establish an “indigenous” grant-making mechanism that could take the FLD forward for the long-term. This transfer was not only a capacity building scheme, but it also achieved one of the Foundation’s original goals for the World Population Program (WPP): developing a distinctive philanthropic style in which developing country leaders would play unusually influential roles. However, Brazil remained the only country where such a mechanism was attempted in the FLD context.

The Foundation also made exit grants to 72 Brazilian NGOs “to build their organizational capacity and ensure that they will be able to continue their work.”<sup>12</sup> Many of these NGOs were established by FLD grantees.

CEBRAP’s selection was based on a number of considerations: its national and international reputation as a social science research center; its freedom from political partisanship; and its thematic foci, which included population, human rights, and gender equity. CEBRAP was established in 1971 through an endowment from the Ford Foundation. In the years and decades that followed, it established itself as a promoter of social and political sciences research, including during the period of the Brazilian military dictatorship. Its freedom from political partisanship made it possible for political scientists, sociologists, and demographers, who otherwise would have spent years in exile during the military regime (1964-85), to remain in the country and develop a critical policy analysis in the country. Another reason for CEBRAP’s selection was that in 1991, it established a separate program, the Citizenship and Reproduction Commission (CCR) as a think tank on PRH issues. The CCR brought together 13 of the leading Brazilian experts in demography, reproductive health and rights, sexuality, gender equity, gender-based violence, and AIDS prevention. The convened experts represented prominent institutions, universities, research centers and non-governmental organizations, and most of them were or had been high-level advisors to the government. CCR’s priority areas were the promotion of public education, research, and training.

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<sup>9</sup> Brazil became a non-standard case of FLD transition, not only because it remained the only country where a “challenge grant” was attempted, but also because all of its transitional grants went to organizations rather than individuals as was the case with the FLD.

<sup>10</sup> The MacArthur Foundation (2003) “1990-2002: The Population & Reproductive Health Program in Brazil. Lessons Learned.”

<sup>11</sup> Agreement dated November 8, 2002, for Grant N° 02-75171-000-GSS.

<sup>12</sup> The MacArthur Foundation (2003) “1990-2002: The Population & Reproductive Health Program in Brazil. Lessons Learned,” page 12.

Under the Foundation’s challenge grant arrangements, CEBRAP was in charge of the financial management and accounting, while CCR was responsible for the technical management.

### **Selection Process**

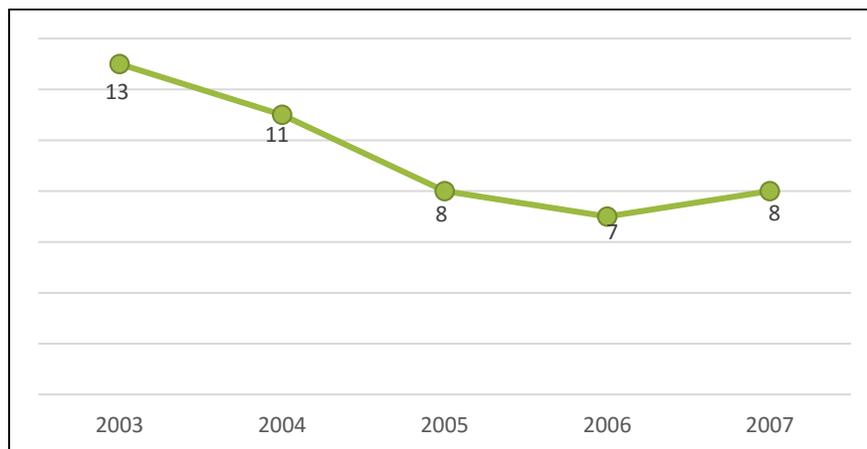
Under CCR’s management, the FLD was known as the “Program in Support of Projects in Health, Sexual Rights, and Reproductive Rights” or PROSARE (Programa de Apoio a Projetos em Saude, Direitos Sexuais e Direitos Reprodutivos). It lasted five years (2003 – 2007).<sup>13</sup>

The selection process resembled the FLD and consisted of a call for applications; a pre-screening of proposals; a screening of short-listed applications by members of a Steering Committee which was established by CCR Board of Directors; interviews of the finalists; and grant decisions. But contrary to the FLD, which exclusively supported individuals, PROSARE only supported institutional initiatives developed by civil society organizations and focused on CCR’s three areas of interest: promotion of public education, research, and training. In year four (2006), CCR invited applications from teaching and/or research institutions, provided they were connected with NGOs. This decision was made because the thematic focus of that year was evaluation of public policy. A total of 707 applications were received throughout the PROSARE, with the highest number recorded in year one (181), and the lowest number recorded in year three (84).

### **Grantee Information**

Out of the 47 organizations that received grants under the PROSARE, there were 13 in year one (2003); 11 in year two (2004); eight in year three (2005); seven in year four (2006), and eight in year five (2007).

#### *PROSARE grantees’ cohorts*

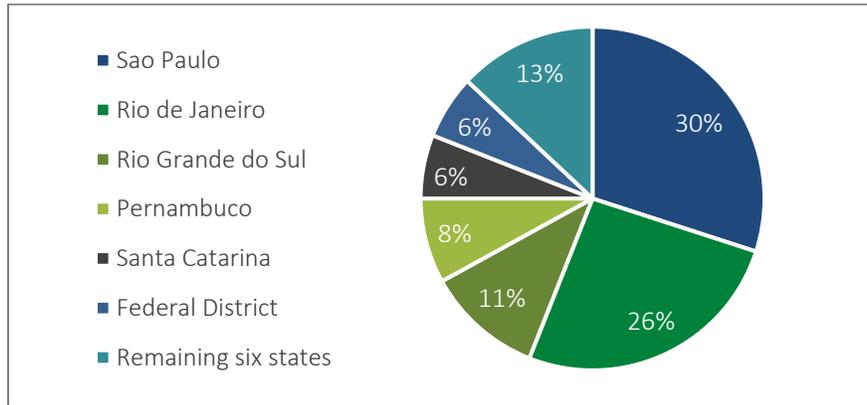


Most grantee organizations were based in Sao Paulo (14) and Rio de Janeiro (12); there were five grantee organizations in Rio Grande do Sul (RS), and four in Pernambuco (PE). Santa Catarina (SC) and the Federal District (DF) each had three grantees, and six states had only one grantee each (MG, PB, RN, MA, GO and AP).

<sup>13</sup> The CCR requested a one year no-cost extension, so the program actually ended in 2008.

In terms of grantees' regional origin, 27 were based in the Southeast region; seven were based in the Northeast region; eight were based in the South; four in the Center-west; and one in the North. Fifty-five percent of grants went to the Southeast; 15.5% went respectively to the Northeast and South regions; 12% went to the center-west, and 2% went to the North.

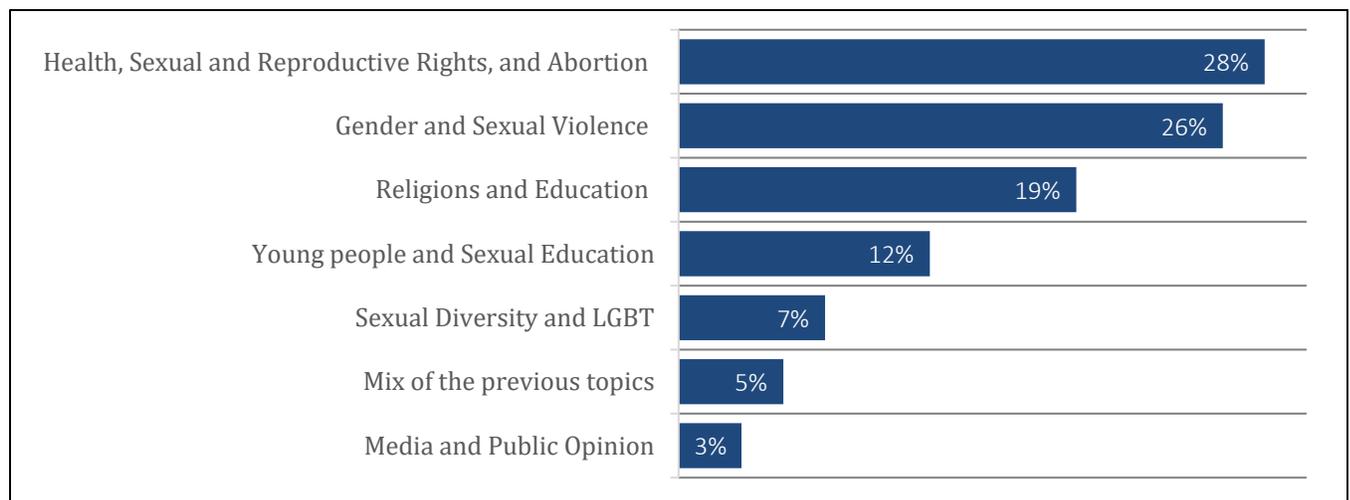
*PROSARE grantees by state of origin*



To deepen its impact, the CCR Board decided to focus on one theme each year. Thus PROSARE had five distinct annual themes: “Violence against women: children, young or adult” in 2003; “Culture and Gender: sexual rights and reproductive rights” in 2004; “Evaluation of public policies and their impacts on sexual and reproductive health and rights” in 2005; “Science, Religion and Public arena: conflicts in the fields of sexuality and reproduction” in 2006; and “Religions and Sexual and Reproductive Rights in the public and private spheres” in 2007.

A review of the approved projects reveals that nine thematic areas were covered: Health, Sexual and Reproductive Rights, and Abortion (16); Gender and Sexual Violence (15); Religions and Education (11), Young people and Sexual Education (7); Sexual Diversity and LGBT (4); Media and Public Opinion (2); and three projects focused on a mix of these topics. The detailed thematic breakdown can be found in Table 1b in Annex 4.

*PROSARE thematic distribution*



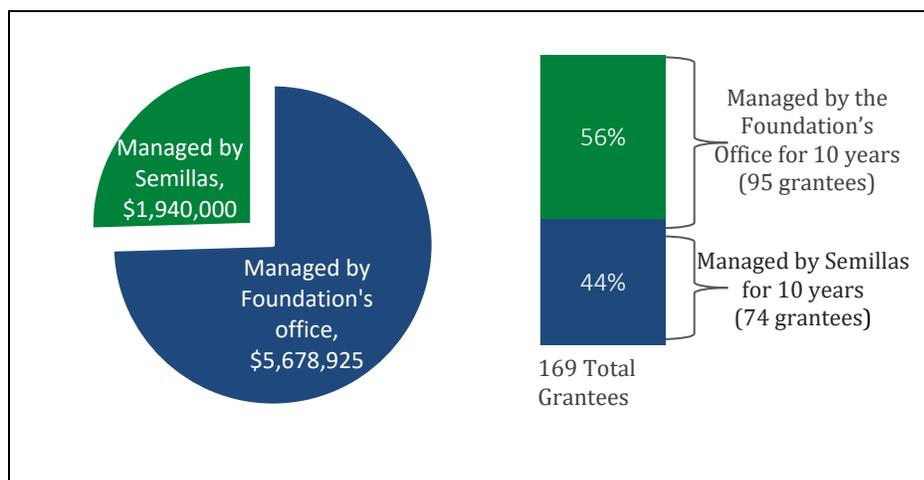
## Chapter 3: The FLD in Mexico

The FLD was first implemented by the Foundation's staff from 1992 to 2002, then transitioned to Semillas, a local organization with expertise on PRH issues, and experience in grantmaking. Semillas managed the FLD until 2013 as a combination of three programs: the Youth Leadership Program (SYL, 2002 - 2009); the Program of Rural Initiatives in Sexual and Reproductive Health (IRSSR, 2006 - 2009); and the Integral Program for Sexual and Reproductive Rights (2010 - 2013).

This chapter presents Mexico's country profile:

- The first section summarizes the implementation of the FLD by the Foundation's office, including the rationale of the FLD; the selection process and any changes made over years; the composition of selection committees; mentoring; evaluation of grantees; the thematic foci; and geographic distribution of the grantees.
- The second section analyzes the implementation of the three transitional programs by Semillas, including the rationale of the transition; the selection process; mentoring; evaluation; the geographic and thematic foci; and grantees' annual distribution.

*Budget and number of grantees managed by each organization*



### Implementation of the FLD by the Foundation's office (1992 - 2002)

#### Rationale

The Foundation's decision to implement the FLD starting in 1992 was informed by the observation that there was little to no support for individuals working on key population issues, such as reproductive health; links between environment and reproductive health; reproductive and sexual rights; relations between sustainable development and the role of women; masculinity and reproductive health; environmental rights and the rights of indigenous people.

#### Selection process

As the FLD implementation in Mexico followed that of Brazil, the selection process mirrored the Brazilian model with a few differences; it included a "pre-screening" phase for pre-proposals, and a "screening" phase for proposals.

- The outreach and call for applications usually took place at the end of October or early November, and included information dissemination to a variety of institutions and organizations that were required to post the announcement in public view. In the years that followed, this outreach included current grantees, former grantees, grantees' past and present mentors, and other Foundation's contacts and consultants.
  - Candidates were given three to four months to submit their applications on a special form created by the Foundation's Mexico office staff.
  - About 200 applications were received each year (except in 2001 when the number was 69).
  - Applications were invited from the social sciences, medicine, journalism and education fields. However, each year, the call specified a priority discipline; e.g. 1998 and 2001 calls specified a preference for lawyers, legal advisors and investigators.
- The Foundation's staff conducted a pre-screening of the applications and preselected a certain number for further consideration. Those excluded from the competition included individuals at the end of their careers; active in a political party; belonging to an organization that receives support from the Foundation; or students wishing to finish schooling or write academic dissertations. There was no age limit specified, but only those in mid-career who demonstrated leadership abilities were pre-selected.
- The preselected pre-proposals were forwarded to the selection committee, along with the FLD newsletter, selection criteria and profiles of current grantees. Each committee member selected approximately 25 applications and filled out an evaluation sheet by a deadline set by the Foundation's office.
- Following the review of the pre-proposals, finalists were asked by the selection committee to submit in-depth proposals within 30 days of the request.
- The selection committee reviewed proposals, interviewed finalists, selected the grantees and forwarded their recommendations to the Foundation's Board in Chicago. As per Mexico FLD statutes, opinions of the committee members were not shared under any circumstance, and their decisions could not be appealed.

### **Changes to the selection process over time**

The outreach phase became more exclusive in the FLD's later years. In the initial years, calls for proposals sent by the Foundation to various institutions and organizations were to be placed in public view. In the later years, the Foundation's office limited publicity to brochures sent to institutions and networks in the field.

Also, for nine years out of the ten when the Foundation's office managed the FLD, the Foundation's Board of Directors made the final grantee decisions. In the last year, the decision was made at an administrative meeting of the Foundation staff.

### **National selection committee**

The selection committees were established annually and comprised five to eight individuals who were known leaders in the PRH field. Because the thematic focus changed every year, committee members were recruited based on their familiarity with the theme of the year. In some instances, the same individuals served as committee members for more than a year. For instance, the 8-member committee in 1996 had six members from the previous year; in 2000, all six committee members served in previous years. On the other hand, all seven members in 1998 were new.

Several former grantees also served as selection committee members<sup>14</sup>. One of the most notable challenges the selection committee faced as was maintaining balance between rural and urban candidates, and between research and intervention projects.

### **Mentoring**

Mentors (“asesores”) recruited in Mexico were assigned two tasks: provide direction to the grantees during the development of their project; and evaluate grantees’ performance. They were also required to submit a semester report and a yearly report on the performance of their grantee and to commit to ten sessions per semester (20 per year) with their grantee, with a mix of face-to-face and remote sessions. Seven grantees served as mentors over the course of the program.

### **Evaluation of Grantees**

In addition to the performance evaluation conducted by their mentors, grantees were required to attend an annual FLD meeting which lasted 3 to 4 days; submit annual narrative reports in Spanish and English; submit an interim financial report in Spanish and English outlining activities funded by the grant; and submit an annual financial report outlining future use of funds if a positive balance was anticipated.

### **Grantee Information**

Over the ten years of FLD management by the Foundation’s office, 95 individuals (or an average of 9 per year), received grants to implement projects in Mexico. Some grants were extended, thus the total number of grants reached 101 by the end of the FLD<sup>15</sup>. The largest cohorts were in 1997 and 1998 when 12 applicants received the grants; the smallest cohort was in 1992 when just five individuals were selected.

*FLD grantees’ cohorts in Mexico*



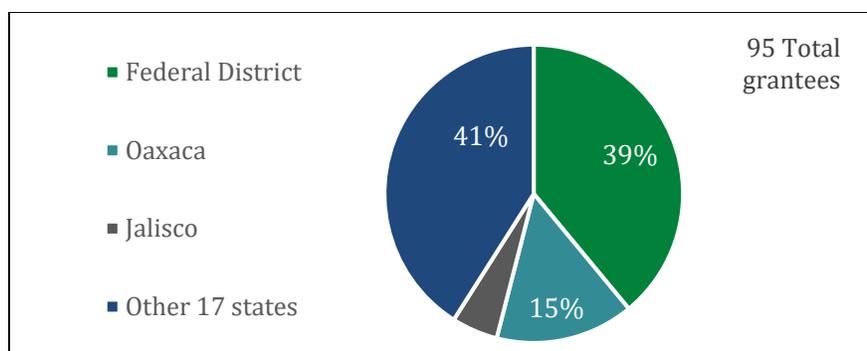
Grantees came from 21 states. The Federal District state (DF) had the largest share of the grantees with 37 recipients (39%), followed by 14 grantees in the Oaxaca (OA) and 5 grantees in Jalisco (JA)

<sup>14</sup> This included Carolina Martinez (1992 Fellow) in 1994, and Pedro Morales (1997 Fellow) in 2001 (ref. Gloria Elena Bernal, November 2002 FLD report for Mexico).

<sup>15</sup> See the Foundation’s document (author not specified) “Summary, FLD program Mexico, 23 May 2002.”

states. The remaining 39 grantees came from 17 states<sup>16</sup>. Grantees came from 34 cities, with 37 of them (39%) coming from Mexico City, seven from Oaxaca and five from Guadalajara.

*FLD grantees by state of origin*



In the first six years of the FLD (1992 – 1997), grantees received \$24,000/year for a maximum of three years. Unlike in other countries where this amount and the grant period were both reduced after a number of years, Mexican grantees continued to receive the same amount; only the grant period was capped at two years between 1998 and 2001.

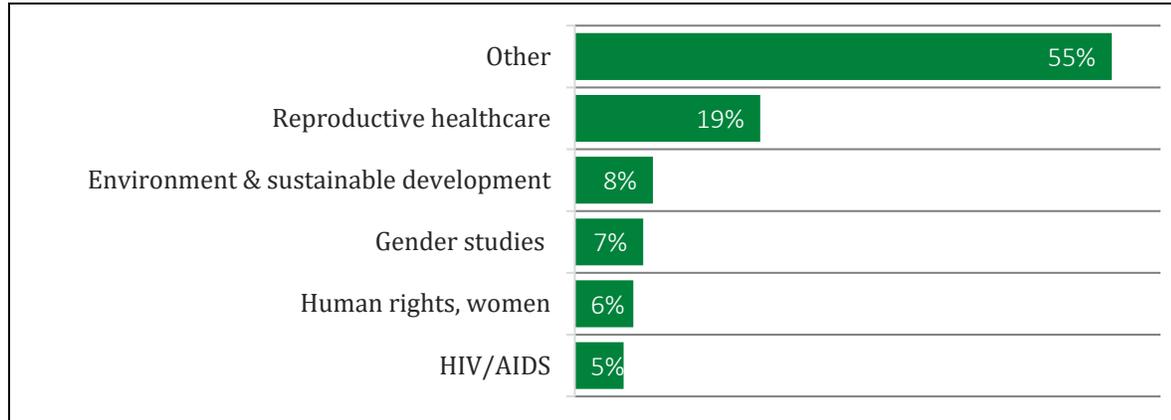
*FLD grants' size and time period*

Time Period	Grant Amount	Maximum grant period
<b>1992 - 1997</b>	\$24,000	3 years
<b>1998 - 2001</b>	\$18,000	2 years

In terms of thematic distribution, a large number of grants focused on reproductive healthcare (19%), followed by the themes of environment and sustainable development (8%), gender studies (7%), women’s rights, and HIV/AIDS (5% each). A significant number of topics were covered by three or fewer grants. The detailed thematic breakdown can be found in Table 2 in Annex 4.

<sup>16</sup> These were: Aguascalientes (AG), Baja California (BJ), Chiapas (CH), Durango (DG), Guerrero (GR), Hidalgo (HG), Jalisco (JA), Mexico (EM), Michoacan (MH), Morelos (MR), Oaxaca (OA), Puebla (PU), Sonora (SO), Tabasco (TA), Tamaulipas (T.M), Tlaxcala (TL), Veracruz (VZ), Yucatan (YC).

*FLD thematic distribution in Mexico*



**Management of the transitional programs by Semillas (2003 – 2013)**

**Rationale**

In 2001, the Foundation decided to transfer the management of the FLD in Mexico to alleviate the administrative burden of its staff. Because the staff had to manage a significant number of grantees at one time (one cohort in their third year, another in its second year, and one in its first year) while recruiting new grantees and administering institutional grants. According to the Director of the country office, “managing an individual grant required the same routine and amount of time as managing an institutional grant.”<sup>17</sup>

Semillas (Sociedad Mexicana Pro Derechos de la Mujer, A. C.), a non-profit organization that was founded in 1990 to promote philanthropy with a gender focus, was selected by the Foundation’s office staff. The following reasons informed this decision: there was a great affinity between Semillas’ own grant-making and mission and the FLD goals; Semillas’ growing profile as a funder was an important asset to the success of the FLD; and Semillas gave special priority to projects that addressed reproductive health and rights. At the time of its selection, “Semillas was already working on the subjects of interest for the Foundation, and it was at the same time an institutional grantee of the Foundation. Semillas already had the institutional structure to implement all of the components of the program (selection and administrative processes, evaluation, following up, etc.).”<sup>18</sup>

Over the ten years of its management, Semillas made changes to the FLD’s model in consultation with the Foundation’s country office.

<sup>17</sup> Sharon Bissel Sotello, Director of MacArthur Foundation’s Mexico office, August 2016.

<sup>18</sup> Edith Calderón Ayala, FLD Coordinator 1995-2001, and from 2002 onward (for Semillas), August 2016.

## **Selection Process**

Under Semillas' management, both individuals and organizations received grants to implement projects. The FLD was first a combination of two programs targeting young people and indigenous women: the Youth Leadership Program (SYL, 2002 - 2009) which gave grants to individuals, and the Program of Rural Initiatives in Sexual and Reproductive Health (IRSSR, 2006 - 2009), which gave grants to organizations working in rural areas of Guerrero, Oaxaca and Chiapas states. From 2010 to 2013, both programs were merged into the Integral Program for Sexual and Reproductive Rights, which gave grants to both individuals and organizations.

While it changed the name of the FLD, Semillas committed to using the same grantee selection process used by the Foundation's office.

## **Mentoring**

There were no documented changes to the mentoring component. As was the case under the Foundation office's management, advisors were selected to support grantees in the implementation of their projects.

## **Evaluation of grantees**

Semillas made changes to strengthen grantees' short- and long-term performance monitoring. In the short-term, it added an institutional development training, field visits, regular phone calls and emails. For the long-term, Semillas designed a tool to analyze the quality of grantees' participation in annual meetings; created a database for tracking grantees' mid- and long-term career progress; assessed the success of the FLD at the end of each year; and conducted a general assessment at the end of the program.

## **Grantee Information**

A total of 59 individuals and 15 organizations received grants from Semillas. Throughout its management from 2003 to 2013, Semillas used three funding schemes: the SYL (2002 - 2009) for grants to individuals under the age of 30; the IRSSR (2006 - 2009) for grants to organizations; and the Integral Program (2010 - 2013) for grants to both individuals and organizations.

The transition to Semillas occurred as the Foundation was shifting its thematic focus in the country, from supporting mid-career professionals to supporting youth (under age 30) and indigenous women<sup>19</sup>. As a result, Semillas focused exclusively on these two groups. Between 2003 and 2006, 52% of its grants were made in support of indigenous women's rights, while 48% supported projects on young people's sexual and reproductive rights. Between 2006 and 2009, there was a stronger focus on indigenous women, to help build support for reproductive and sexual health in the most marginalized areas of Mexico. For instance, the purpose of the 2008 grant was to "strengthen the leadership capacity of indigenous women to decrease maternal mortality and improve the population's reproductive health."<sup>20</sup> The detailed thematic breakdown can be found in Table 2b in Annex 4.

Due to the extensive presence of indigenous populations in the south of Mexico and Semillas' prior focus on the needs of women in that region, Semillas changed the geographic coverage of the FLD

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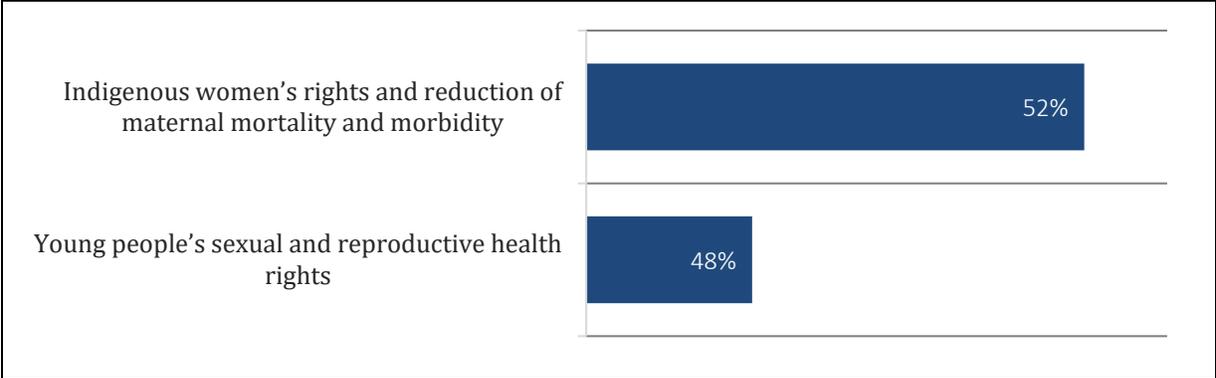
<sup>19</sup> A complete database of grants' thematic foci was not available, therefore the thematic foci referred to in this section was based on findings from previous document reviews.

<sup>20</sup> Semillas, Annual report of the Youth Leadership Program January to December 2008.

and prioritized three states: Guerrero, Oaxaca and Chiapas. This decision was jointly made by Semillas and the Foundation.

The detailed thematic breakdown can be found in Table 2b in Annex 4.

*Thematic distribution of the transitional programs (SYL, IRSSR and IPSRR)*



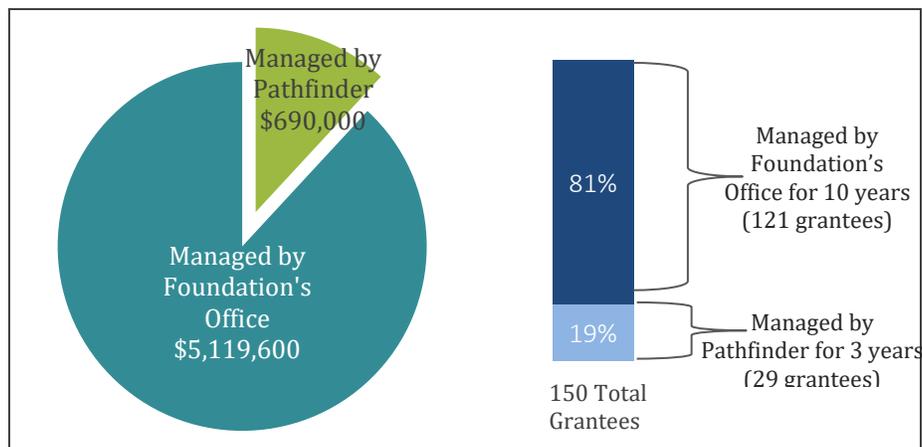
## Chapter 4: The FLD in Nigeria

In Nigeria, the Foundation's office implemented the FLD from 1994 to 2004; it was then transitioned to Pathfinder International/Nigeria (PI/Nigeria), an organization with expertise on reproductive health, and experience managing capacity building and leadership development programs. Under PI/Nigeria's management, the FLD was known as the Emerging Leaders Development Program (ELDP, 2005 - 2007).

This chapter presents Nigeria's country profile:

- The first section summarizes the implementation of the FLD by the Foundation's office, including the rationale of the FLD; the selection process; the composition of selection committees; mentoring; evaluation of grantees; and grants' thematic foci and geographic distribution of the grantees.
- The second section analyzes, along the same structure, the rationale of the transition from the Foundation to Pathfinder International/Nigeria; the ELDP grantees' selection process, mentoring, evaluation, annual distribution, and grants' thematic foci.

*Budgets and number of grantees managed by each organization*



### Implementation of the FLD by the Foundation's office (1994 - 2004)

#### Rationale

Nigeria was the third country to have benefited from the FLD rollout after Brazil and Mexico. The FLD was launched in 1994, two years after the adoption of the Foundation's Country Strategy Document. The Strategy Document itself was the result of two national workshops organized by the Foundation on population problems; one in Ijebu-Ode in the Southwest and one in Zaria in the Northwest<sup>21</sup>. The Foundation's Country Strategy focused on understanding the socio-cultural context of the country; becoming familiar with Nigeria's population problems; and identifying, with Nigerians, the specific problems that should be addressed and the best ways to address them.

<sup>21</sup> Bolanle Awe (2001), "Fund for Leadership Development in Nigeria, The first Five Years (1994-1998)" MacArthur Foundation

## **Selection process**

As in Mexico, the selection process in Nigeria had a pre-screening and a screening phase, but here the pre-screening was not conducted by the Foundation staff. Consultants were recruited to perform this task given the large number of pre-proposals.

- Outreach started in January, when approximately 2,000 pre-proposal forms were sent to tertiary educational institutions, NGOs, international agencies and individuals in the field to announce the FLD and invite applications. Candidates were given two months to return the forms.
- Pre-screening was conducted by two consultants: one from the north of the country and one from the south. Criteria for consideration included a well-articulated focus, innovation, career/leadership development potential, the probable social and community impact, implementation strategy/work plan, basic qualifications, leadership potential in the population field, and the thematic fit.
- Preselected pre-proposals were forwarded to a selection committee comprising Nigerians and Foundation staff from Chicago.
- Following the review of pre-proposals, the selection committee asked 20 – 24 short-listed applicants to submit full proposals.
- The selection committee reviewed proposals, using such criteria as: demonstrated knowledge of the population field, the ability to defend the proposal, leadership potential (articulation and confidence), evidence of previous work experience, and evidence of long-term commitment to the project. Geographic diversity and gender balance within each grantee cohort were also important considerations. The committee then interviewed finalists and recommended 3 to 12 candidates for consideration to the Foundation’s Board of Directors.

## **Changes to the selection process over time**

There were several changes made to the grantees’ selection process in Nigeria. The first change was that, starting in 1995, applicants who were short-listed and invited to submit full proposals were also invited to attend a “proposal preparation workshop.” The second change occurred in 1999, when the selection committee started to recommend twin candidates for a grant. As a result, the number of candidates recommended for grants increased from eight to at least eleven per year, reaching 15 recipients in 2003. Finally, starting in 2000, candidates living with AIDS, those who were physically challenged, and applicants from non-academic backgrounds were given special consideration in the selection process<sup>22</sup>. Also in 2000, the Foundation discontinued the appointment of consultants to evaluate the pre-proposal forms and enlisted Foundation staff in shortlisting candidates for consideration by the selection committee.

## **National selection committee**

Apart from the first year when the committee was made up of four experts, the size of Nigeria’s selection committees remained steady at five members per year. Committee members generally served for one year, and could renew their contract for another year. Thus, at any given time, half of the committee members were new to the process.

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<sup>22</sup> See the Foundation’s document (author not specified) “Nigeria Fund for Leadership Development, 83 pages.”

## **Mentoring**

Nigerian mentors were paid \$500/year and tasked with guiding the grantees through the challenges they faced in the project implementation. Group mentoring was attempted in certain cases, especially when grantees worked on related projects, e.g. adolescents' sexuality and reproduction. There was, however, no attempt to formalize this approach due to logistical issues, and there were concerns that grantees who had lower project implementation skills might not benefit from the adequate attention that was provided by individual mentors. An annual mentors' meeting was organized in the first five years of the FLD, but this was discontinued.

## **Evaluation of Grantees**

From the early years of the FLD, external assessors were recruited based on their expertise and knowledge of the FLD, of the grantees, and of mentors' reports. They conducted annual assessments of grantees' work, paying attention to grantees' leadership capacity and managerial style, and the potential of their work and community impact. External assessors could suggest improvements and recommend continuation or termination of a project. This responsibility was shifted to mentors in the final years of the FLD.

## **Grantee Information**

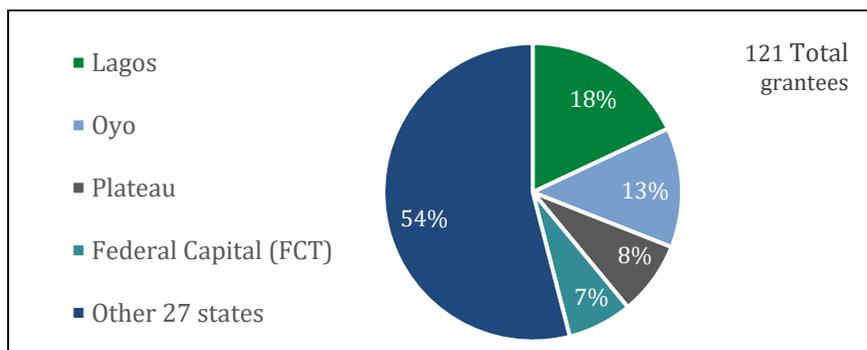
From 1994 to 2004, 121 individuals received FLD grants to implement projects in all regions of Nigeria. The largest cohort was in 2003, when grants were awarded to 15 individuals, and the smallest cohorts were those of 1994 through 1997, when eight individuals received the grants. It should be noted that the increase from eight grantees to 12 and more occurred from 2000 to 2004 because single grants were made to twin applicants working on the same issue.

*FLD grantees' cohorts in Nigeria*



Grantees came from 31 states. The largest cohort (22 grantees) came from Lagos state, followed by 16 grantees in Oyo state<sup>23</sup>, ten in Plateau state, and nine from the Federal Capital Territory (FCT), which includes the capital Abuja. The remaining 64 came from 27 states. Grantees came from 41 cities, with 16 from Ibadan and 10 from Jos; Abuja, Lagos and Sokoto each had eight grantees.

*FLD grantees by state of origin*



In the first five years of the FLD (1994 – 1998), grantees received \$24,000/year to implement projects that lasted two to three years. Starting in 1999, this amount was reduced to \$16,000/year for a maximum of two years, and this remained in place until the end of the Foundation office’s management in 2004.

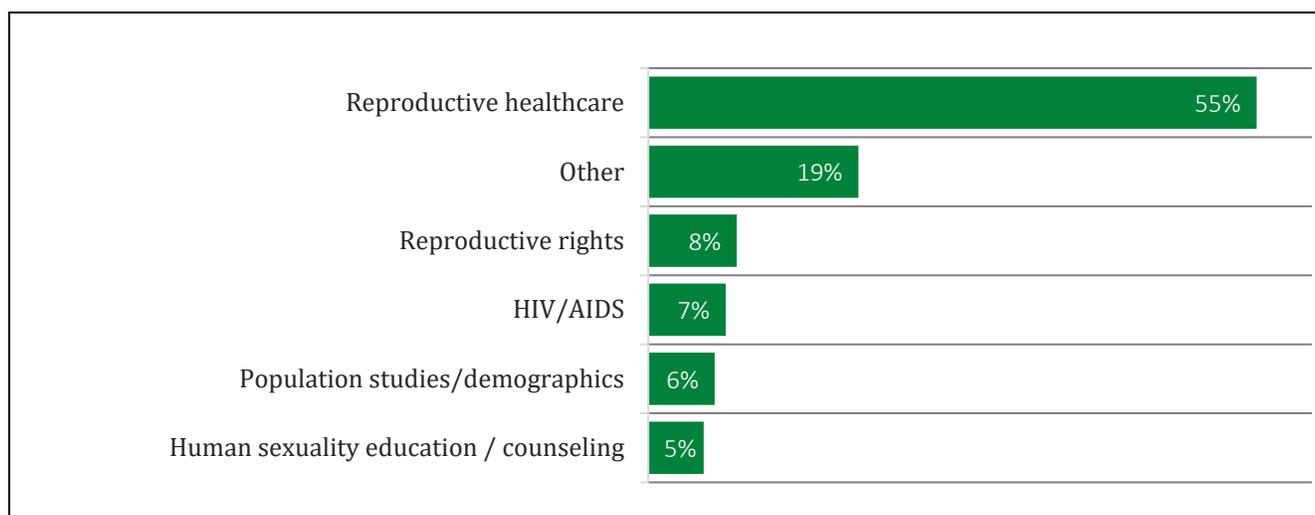
*Grant size and time period*

Time Period	Grant Amount	Maximum grant period
1994 - 1998	\$24,000 ↓	3 years ↓
1999 - 2004	\$16,000 ↓	2 years ↓

Sixty-seven grants (55%) focused on reproductive healthcare. Nigeria was the only country where more than half of the grants focused on a single theme. The other grants were distributed among a range of topics, the most notable being reproductive rights, HIV/AIDS, population studies/demographics, and education on human sexuality. The detailed thematic breakdown can be found in Table 3 in Annex 4.

<sup>23</sup> During the first five years of the FLD in Nigeria, the Foundation’s country office was located in Ibadan, the capital of Oyo state.

## *FLD thematic distribution in Nigeria*



### **Management of the transitional program ELDP by PI/Nigeria (2005 – 2007)**

#### **Rationale**

In Nigeria, new priorities and the sense of FLD maturity led to the decision to transition the FLD from the Foundation’s management. “The FLD had matured, and there was a sense that a lot had been accomplished. The decision came at a period of narrowing down the Foundation’s existing program as new programs started being implemented, like the one in Niger Delta. Activities of the country office expanded to areas like higher education and human rights, so it made sense to transition the FLD.”<sup>24</sup>

Pathfinder International/Nigeria (PI/Nigeria) was selected in 2004 following a competitive process which involved three other organizations: Ashoka, EngenderHealth and a consortium made up of the Center for Development and Population Activities (CEDPA) and the International Pregnancy Advisory Services (IPAS). PI/Nigeria prevailed after the review of proposals by a five-member advisory team. PI/Nigeria was selected due to “its experience implementing a leadership program for another foundation, and its position as a leader in reproductive health capacity building and strengthening in the country.”<sup>25</sup>

#### **Selection Process**

Under Pathfinder’s management (2005 – 2008)<sup>26</sup>, the FLD was renamed “Emerging Leaders Development Program (ELDP).” Pathfinder also changed the target age range of the grantees in consultation with the Foundation’s office. While the FLD previously focused on “mid-career” professionals, which allowed people in their forties and early fifties to be considered, Pathfinder set the applicant age-range to 25 – 35 years. Pathfinder also renamed the national selection committee the “Short-listing and Selection Committee (SSC)” made up of 9 experts. At the Foundation’s request, Pathfinder increased the size of the first cohort (2005) from eight to 12 grantees to include

<sup>24</sup> Kole Shettima, FLD Coordinator for Nigeria (1999-2004), August 2016.

<sup>25</sup> Farouk Jega, Country Representative in Nigeria, Pathfinder International, August 2016.

<sup>26</sup> ELDP was planned for three years, but Pathfinder requested a four months no-cost extension, so the program ended in 2008.

individuals from religious and political groups<sup>27</sup>. These groups were targeted because of the need to involve emerging policymakers, the relative influence of religious leaders in their communities, and their paucity in the PRH field.

There was some contention when Pathfinder offered \$1,000 to selection committee members, or \$500 less than the honorarium they were previously paid during the FLD. The Foundation had to intervene and explain that Pathfinder was not responsible for the cut<sup>28</sup>.

### **Mentoring**

Pathfinder expanded the mentoring model and introduced peer-mentoring. In addition to being mentored by a PRH expert, each grantee was invited to seek the review of his work by five other grantees. This means that grantees were mentored vertically by a more experienced PRH expert, and horizontally by their peers. The peer-mentoring gave each grantee the opportunity to mentor others, as well.

### **Evaluation of Grantees**

As no formal performance evaluation was built into the ELDP, Pathfinder focused its post-award support on grantee capacity building, which included three events. First was a one-week orientation meeting to brief grantees on the ELDP's concept, goal, strategies, and their roles and responsibilities. The second was a five-day "strategic visioning, thinking and planning" workshop to equip grantees with skills on results-oriented approaches. The third was a five-day advocacy workshop to help grantees develop communication, networking and mentoring relationships in order to achieve change in their target communities. Each capacity building training ended with beneficiaries developing an action plan of how to put new skills into practice. At the beginning of the following training, they shared their experiences and received feedback from trainers and peers.

### **Grantee information**

Over its three-year lifespan, the ELDP made grants to 29 individuals. The first cohort (2005) had 12 grantees, the second (2006) had eight grantees, and the third (2007) had nine. During Pathfinder's management, grants lasted for just a year (January 1 to December 31), and in consultation with the Foundation, the grant amount was reduced to \$15,000/year.

Most grants focused more on research than on policy advocacy. Pathfinder committed to focusing 70% of its ELDP activities on the development of leadership skills in maternal mortality and morbidity (MMM), "due to its high rate in Nigeria, its importance in the Millennium Development Goals (MDGs) and its novelty as an area of study."<sup>29</sup> The remaining 30% focused on project implementation. It also committed to ensuring that at least 70% of the grants go to those working on reducing MMM, and that some grants go to religious and community leaders. However, grant reports indicate that the first cohort (2005) was the only instance where four of the 12 grantees were selected from religious and political groups; grants for cohorts 2 and 3 were made to projects

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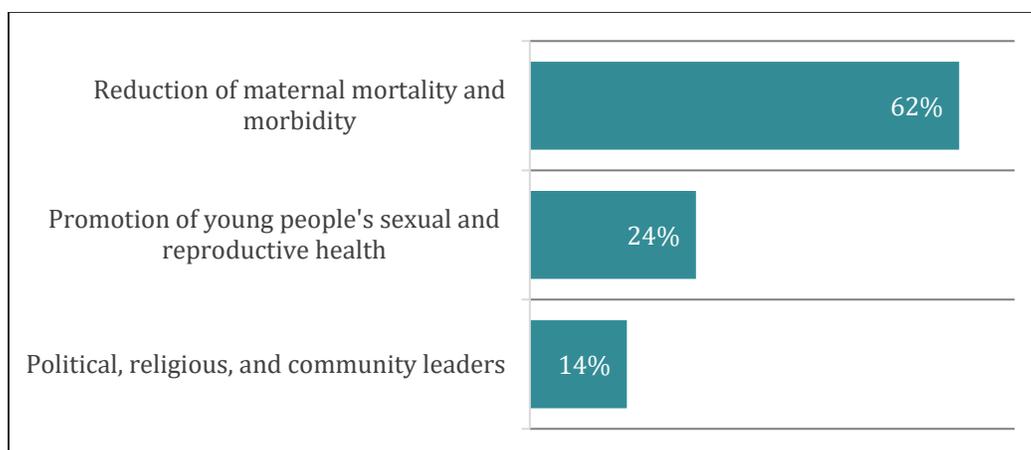
<sup>27</sup> Two were selected from the Legislature, and the two others were Islamic scholars both based in Kano state, the state with the highest maternal mortality in the country.

<sup>28</sup> ELDP Year One Programmatic and Financial Report, page 5 (January 2006).

<sup>29</sup> MacArthur Foundation Board Brief (December 2004).

focused on the reduction of MMM, and for Adolescent Reproductive Health (ARH)<sup>30</sup>. The detailed thematic breakdown can be found in Table 3b in Annex 4.

*ELDP thematic distribution*



Grants made under the ELDP covered all regions of the country. Application forms were made available in all of the country's geo-political zones<sup>31</sup>. Although the ELDP made it a priority to select candidates from under-represented states, this was not done at the expense of merit.

<sup>30</sup> A complete database of grants' thematic focus was not available, therefore the thematic focus referred to in this section was based on findings from previous document reviews.

<sup>31</sup> These are: northeast, northwest, north central, southeast, southwest and south-south

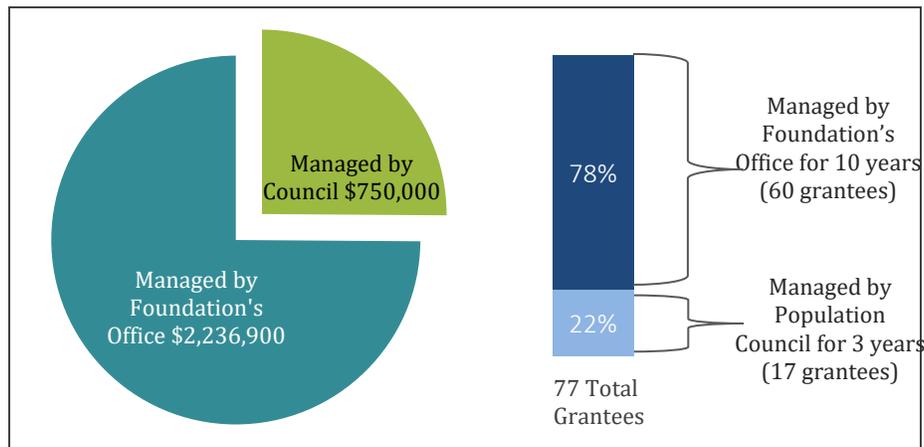
## Chapter 5: The FLD in India

In 1995, India became the fourth and last country to benefit from the FLD rollout. The FLD was first implemented by the Foundation's staff from 1995 to 2004; it was then transitioned to Population Council (Council), a local organization with expertise on reproductive health and rights, capacity building and experience on mentoring. Under Council's management, the FLD was known as the Health and Population Innovation Fellowship Program (HPIF, 2004 - 2007).

This chapter presents India's country profile:

- The first section summarizes the FLD implementation, including the rationale of its launch; the selection process; the composition of selection committees; mentoring; evaluation of grantees; grants' thematic foci and grantees' geographic distribution.
- The second section analyzes the management of the HPIF, including the rationale of the transition to Population Council, HPIF grantees' selection process, mentoring, evaluation, annual distribution, and grants' thematic foci.

### *Budgets and number of grantees managed by each organization*



### **Implementation of the FLD by the Foundation office (1995 – 2004)**

#### **Rationale**

Although the FLD originated as part of the Foundation's emphasis on the role of local actors in solving population issues in their countries and communities, a country-specific rationale underlay its implementation in India, as was the case in Brazil, Mexico and Nigeria. The Foundation rolled out the FLD in 1995 in response to a consultation process it led with eminent population, public health, gender and development experts in the country to determine key areas of support that could contribute to improved decision-making in the population field, both at the country and community levels. These experts formed the National Advisory Group and recommended the implementation of the FLD. Due to concerns over local interpretation of the "leadership" term, the FLD was initially named the "Fellowship for Population Innovations."

## **Selection process**

India's grantee selection process stood out in terms of the rigor of its approach and the number of stakeholders involved. The pre-screening by the selection committee, for example, was more comprehensive than in other countries.

- The outreach phase (May-June) included advertisements on listservs and select journals, announcements at prominent cultural and educational institutions in major cities and metropolitan areas, and requests for nominations sent to around 3,000 individuals and NGOs. FLD brochures, profiles of the previous years' grantees, and application forms were also circulated to NGOs and individuals across the country.
  - Candidates were given three months to return pre-application forms containing a brief description of a project idea, background information and goals.
  - Applications were invited on a number of topics, ranging from advocacy for policy change; research on factors affecting personal decisions on PRH issues; improving dialogue among PRH stakeholders; prevention of Sexually Transmitted Diseases (STDs) and HIV/AIDS; rights-based approaches to sexual and reproductive health; men's involvement and responsibility on PRH issues; and contraception and abortion, among other issues.
  - Approximately 120-250 applications were received each year.
- Pre-screening was conducted by the Foundation's staff. Proposals submitted by candidates who did not meet the age criterion, or were not within the FLD's mandate were excluded.
- Pre-selected pre-proposals were distributed to two members of the selection committee. Based on their review, about 50 applications were shortlisted and sent to the other members of the selection committee for comments.
- A "Pre-selection meeting" was then held in December-January to select 15-20 applicants who were asked to submit full proposals, including names and contact information of their referees.
- The selection committee reviewed proposals, requested comments from referees regarding the candidate and the proposed project, interviewed finalists (March/April) and recommended six to eight candidates to the Foundation's Board of Directors.

## **Changes to the selection process over time**

In keeping with the flexible nature of the FLD's original design, many changes were made to the selection process in India, each time in response to a specific challenge. The first change occurred in 1998 when, in response to a decrease in the number of applications, the age criterion was lowered to 25, and applicants were encouraged to submit proposals that could last for just a year, compared to the prior 2-year minimum.

Other changes included the activity, theme, or geographic foci. In order to document the findings of activists working on neglected issues with under-served populations, the selection became more research-focused in the later years of the FLD with trainings of applicants on research methodology. Starting in 2001, the geographic focus was narrowed to the regions in which the Foundation's institutional grants program operated: Haryana, Karnataka, Kerala, Maharashtra and Tamil Nadu. Finally, to reflect the changing worldwide approach of the Foundation, the FLD focus was narrowed to two themes starting in 2001: the reduction in maternal mortality and morbidity, and the advancement of reproductive and sexual health and rights of young people. However, faced with a decline in the quality and a decrease in the number of applications, the selection committee, in consultation with the Foundation's office staff, reversed its decision to narrow its focus and

began accepting projects in the larger domain of reproductive health starting in 2003<sup>32</sup>. This included a broad reproductive health, gender and women's empowerment agenda.

### **National selection committee**

In India, members of the National Advisory Group (NAG), which was formed by the Foundation's office to develop a framework for the FLD, became members of the selection committee during the first year of the FLD. As NAG members, they were tasked to find a suitable name for the FLD, identify priority areas, establish criteria of eligibility, suggest means of advertising the Fellowship and inviting applications, and devise the process of short-listing and selecting grantees. In the following years, five to six experts made up the selection committees.

Over the course of the FLD, the selection committees faced several challenges, which included maintaining the right balance or ratio between support to research and knowledge-building projects vs. those that supported activism and efforts to change realities on the ground. They also faced challenges in keeping the right balance between urban and rural applicants, elites and grassroots applicants, and the thematic breadth vs. strategic focus.

### **Mentoring**

As was the case in the other three countries, grantees were paired with mentors who were tasked with providing them with guidance throughout the implementation of the projects. However, this component became problematic in India. Although mentors were identified by the Foundation's office in the first two years (1995 – 1997), mentoring did not work for several reasons: qualified advisors were over-committed, many faced distance and logistical problems, and there was an overlap of mentors and selection committee members. As a result, the mentorship component was discontinued.

### **Evaluation of grantees**

In the absence of mentoring for most of the FLD's duration, external evaluators were relied upon for grantees' evaluation. Evaluators were recruited among PRH experts to conduct annual evaluations of the grantees; their findings were communicated to the Foundation office and shared with grantees.

The monitoring system also included reports and self-assessments, such as the submission of bi-monthly, bi-annual and annual narrative reports which were reviewed by office staff; the submission of bi-annual financial reports based on a format provided in the grantee manual; and the submission of an annual audited financial report for review by the Foundation's chartered accountant. Feedback on each of these reports was shared with grantees. The monitoring also included the submission of a self-evaluation report at the end of the grant, according to a format provided by the Foundation's office. These reports provided information on grantees' achievements, contributions to the field, future plans, project sustainability, and the role of the Foundation in these plans. However, faced with negative feedback from the grantees, who found financial reporting difficult and time-consuming, the Foundation's office loosened its requirements, but continued to require bi-annual and annual narrative reports.

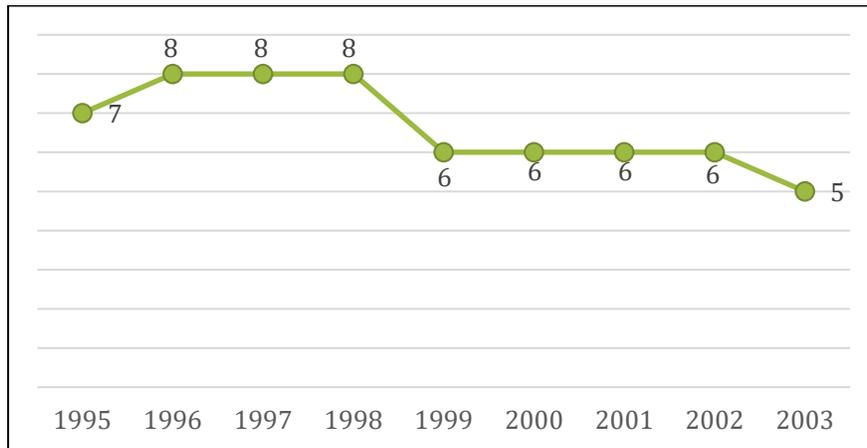
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<sup>32</sup> Srilatha Batliwala, 2006, "Building a Field: Reflections and Lessons from Ten Years of the MacArthur Foundation's Fund for Leadership Development."

### **Grantee Information**

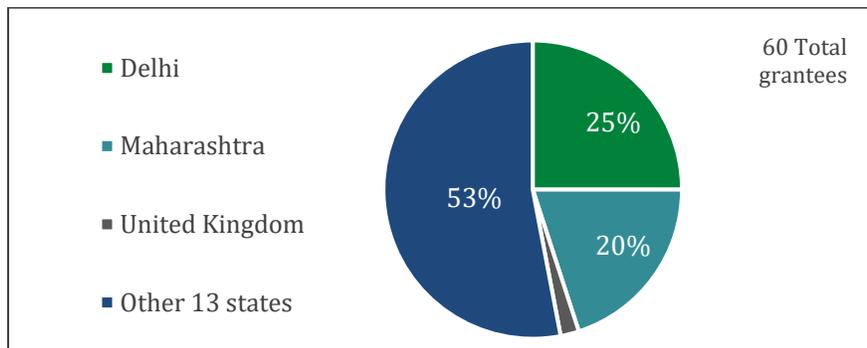
Between 1995 and 2003, 60 individuals received grants under the FLD, or an average of 6 recipients per year. The largest cohorts were between 1996 and 1998 with eight annual grantees, and the smallest cohort was in 2003 with just five grantees, which in fact was a culmination of a downward trend that started in 1999.

*FLD grantees' cohorts in India*



The 60 Indian grantees came from 15 states. The largest cohorts came from Delhi (15) and Maharashtra (12); 32 were distributed among the 13 other states, and one grantee was based in the United Kingdom. Grantees came from 31 cities, with New Delhi (12), Mumbai (6) and Bangalore (4) among the top.

*FLD grantees by state of origin*



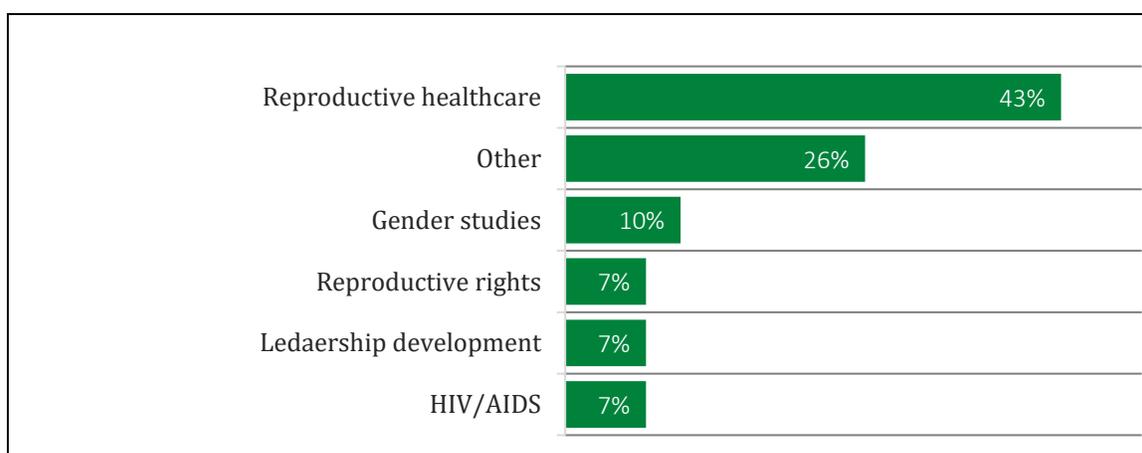
In the first five years of the FLD (1995 – 1999), grantees received \$24,000/year for project periods of three years. Starting in 2000 until 2004, this amount was reduced to \$18,000/year, with the realization that the US\$-Indian Rupee exchange rate created surpluses, which allowed grantees to meet the same expectations with a smaller grant amount. The length of the project was also reduced to a maximum of two years.

*FLD grants' size and time period*

Time Period	Grant Amount	Maximum grant period
1995 - 1999	\$24,000 ↓	3 years ↓
2000 - 2004	\$18,000 ↓	2 years ↓

In terms of thematic distribution, 26 grants (or 43% of the total number of grants) were focused on reproductive healthcare, six on gender studies, and the remaining 28 distributed among many other themes. The detailed thematic breakdown can be found in Table 4 in Annex 4.

*FLD thematic distribution in India*



**Management of the transitional program HPIF by Population Council (2004 – 2007)**

**Rationale**

The implementation of the FLD transitioned from the Foundation’s office to a partner organization for several reasons. A new<sup>33</sup> Foundation President was appointed and he favored more traditional support for institutions, rather than support for individuals. Additionally, with the country office taking on more projects outside of the PRH field, the expanding workload and the requirements of the FLD management made it increasingly difficult to manage it well<sup>34</sup>. With FLD grantees becoming successful in influencing policy and developing innovative program models, it made sense to transition the management of the FLD to a local organization which can provide them with a long-term support.

<sup>33</sup> Jonathan F. Fanton was appointed in 1999 and led the Foundation until 2009.

<sup>34</sup> Dipa Nag Chowdhury, FLD Country Coordinator for India (1999-2004), August 2016.

Population Council (Council) was selected in 2005 to take the FLD forward for three years<sup>35</sup>. This selection resulted from a competitive process involving three other organizations: the National Foundation of India, the Anusandhan Trust, and the Population Foundation of India.

Council was selected based on its track record of helping to shape the field of reproductive health and rights in the country. "It had a sound knowledge of sexual and reproductive health and rights in India and an ability to build grantees' knowledge about the field. It had strong mentorship capacity and was able to guide fellows in designing and implementing their projects. It emphasized documentation and evaluation and was able to convey these skills to its grantees."<sup>36</sup>

### **Selection Process**

Under Council's management, the FLD was renamed the "Health and Population Innovation Fellowship Program (HPIF)." Other changes included a shift from mid-career professionals to candidates under the age of 30, and the expansion of the selection committee with the addition of two FLD alumni.

### **Mentoring**

Council did not pair grantees with independent experts. Instead, it established an Advisory Committee whose members not only supported Council in the selection process, but also served as a "mentoring team." Members of this committee conducted site visits with Council staff in order to provide mentoring to grantees. Council strengthened this follow-up support by facilitating grantees' access to library materials, organizing grantees' visits to other NGOs working on the same issues, and holding workshops to address grantees' stated needs. The five-day workshops consisted of a mix of formal lectures, individual assignments, and one-on-one interaction with Council staff and other resource persons, including the Foundation's office staff, Packard Foundation staff and other PRH experts.

### **Evaluation of grantees**

Council did not conduct formal performance evaluations. It filled this void with a strong mentoring component. "We did not conduct a formal performance evaluation of the fellows, but instituted an ongoing, one-on-one interaction with each grantee in which we conveyed to them our assessment of their progress and the areas in which they needed to concentrate. In view of the fact that the HPIF was a capacity building initiative, we believed that this ongoing interaction was a constructive form of performance evaluation."<sup>37</sup>

### **Grantee Information**

Over the three-year period, the HPIF made grants to 17 individuals. The first cohort (2004) had seven grantees; the second (2005) and the third (2006) cohorts each had five grantees. The duration of the grant was reduced to a year, and the grant amount was reduced to \$15,000/year.

Grants made under the HPIF focused on the two themes that the Foundation prioritized in 2002: seven grants were made for improving young people's sexual and reproductive health and rights;

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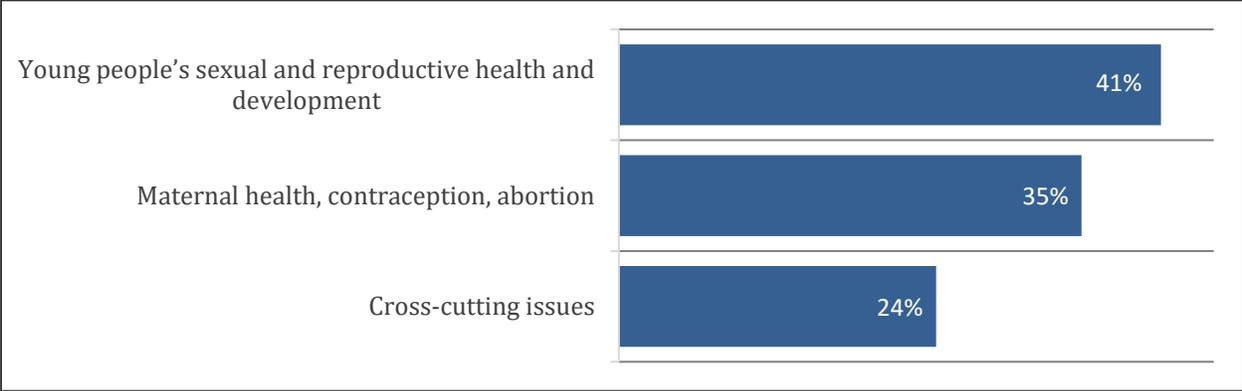
<sup>35</sup> The program ultimately ended in March 2008 because 14 of the 17 grantees requested no-cost extensions (HPIF interim narrative report, April 1, 2006 -July 31, 2007, Page 11).

<sup>36</sup> K.G. Santhya, Senior Associate of HPIF, Population Council India Office, September 2016

<sup>37</sup> idem

and six grants focused on decreasing maternal mortality and morbidity (MMM). The remaining four grants focused on other areas of sexual and reproductive health, such as sexual harassment; sexual needs of the migrants; sexually transmitted infections; and the mental health needs of LGBT individuals.

*Thematic distribution of the HPIF*



The 17 HPIF grantees came from 10 different states: four came from Maharashtra; three from Tamil Nadu; two from Karnataka and the remaining eight came from eight different states<sup>38</sup>.

<sup>38</sup> These were: Andhra Pradesh, Delhi, Gujarat, Haryana, Manipur, Orissa, Uttar Pradesh, and West Bengal.

## Chapter 6: Summary of Findings

Launched in 1991, the FLD was implemented in Brazil, Mexico, Nigeria and India, four countries viewed as key players in their respective regions, in terms of their populations. Tackling population problems in these countries offered not only an opportunity for greater impact, but also for replication and adaptation by less populated countries. By focusing on individuals rather than organizations to solve the global population problems, the FLD reflected the Foundation's desire to play a distinctive role in Population and Reproductive Health, and to develop a distinctive philanthropic style. The FLD operated on the assumption that local leaders would be able to address their countries' population and reproductive health problems if they were given financial support through one to three-year grants, mentoring and networking opportunities.

The FLD generated significant attention and set itself apart through its vast outreach efforts to recruit grantees; the breadth of its calls for application in terms of geographic reach and applicants' backgrounds; its multi-stage selection process led by carefully selected local leaders from diverse backgrounds who made up the "selection committees;" its collaborative grant award process which included the Foundation's country staff, local leaders and the Foundation's Board; its focus on leadership capacity building through the provisions of mentors and peer-networking; and its emphasis on accountability, demonstrated by the recruitment of external evaluators.

More than 400 persons were awarded grants to conduct research, lead advocacy efforts, and to design, plan and implement specific and targeted interventions that addressed an array of PRH challenges in their countries and communities.

From the outset, flexibility was an important attribute of the FLD's design, and indeed over its course, many changes were proposed, implemented, retained or discontinued, depending on the feedback received from stakeholders, particularly the grantees. However, certain changes, such as the reduction of the grant length to one year, became problematic, as most grantees requested no-cost extensions.

The record-keeping practices during the implementation of the FLD were impressive, but the program's documents archive and databases were not without gaps. For instance, details of grants made by partner organizations were not available for review in the same format as those made by the Foundation's offices. It also wasn't possible to access complete lists of selection committees' members for each year, per country. In terms of post-grant follow-up, contact information for a significant number of grantees, mentors and other experts was not available.

Over the course of the FLD's implementation, various evaluations were conducted to provide an overview of its achievements at the national level. This includes the following:

### **In Brazil**

- Silvina Ramos, Axel Mundigo and Rebecca Reichmann, 1999 (50 pages): "Program on Global Security and Sustainability: Population. Brazil Program Evaluation, A report to the MacArthur Foundation."
- Author unknown, 2002 (5 pages): "Fund for Leadership Development (FLD): Selection Criteria and Grant Awarding Process."

### **In India**

- Biswajit Sen, 1998, (20 pages): "MacArthur Foundation Fellowship programme in India: An evaluation report."

- Renuka Motihar (with contributions from Poonam Muttreja, Dipa Nag Chowdhury and Biswajit Sen), 2002: “MacArthur Foundation’s Fund for Leadership Development- India Program: An Evaluation Report, DRAFT.”
- Srilatha Batliwala, with the assistance of Shilpa Phadke & Rahul Srivastava, 2006, (88 pages) “Building a Field: Reflections and Lessons from Ten Years of the MacArthur Foundation’s Fund for Leadership Development.”
- Radhika Ramasubban, 2010, (54 pages) “The health and population innovation fellowship programme: an evaluation.”

#### **In Nigeria**

- Bene Madunagu, Elizabeth McGrory, and Sonia Corrêa, 2000, (20 pages), “Review of the Fund for Leadership Development in Nigeria - DRAFT Final Report.”

#### **In Mexico**

- Gabriela Rodriguez, 2000, (24 pages), “Report of the evaluation of the Fund for Leadership Development program of the The John and Catherine MacArthur Foundation.”

These evaluations confirmed that the implementation of the FLD was enriching for grantees and local experts involved in their selection, mentoring and evaluation. However, these evaluations had some limitations.

The first was that each one of these evaluations pertained to implementation at the country level, meaning that it wasn’t possible to establish any similarities between their findings and those of other countries. The second limitation was that apart from India’s HPIF evaluation in 2010, no other evaluation shed light on the outcomes achieved by transitional programs. Another notable limitation was that they all were short-term evaluations, so it wasn’t possible to assess the longer-term impact.

The global retrospective evaluation currently in progress by IIE will offer an opportunity to learn more about the similarities across countries, and whether the outcomes identified were sustained over time. It will also provide an assessment of more recent outcomes since the last grant of the FLD was made by Semillas in Mexico in 2012.

## Annexes

### Annex 1: List of persons engaged

1. **Carmen Barroso**, Director, MacArthur Program in Population and Reproductive Health area, 1990 – 2003 (*Phone interview, August 2016*)
2. **Judith Helzner**, Director, MacArthur Program in Population and Reproductive Health area, 2003 – 2013 (*Phone interview, September 2016*)
3. **Dipa Nag Chowdhury**, Deputy Director of MacArthur Foundation’s India Office, FLD Country Coordinator for India, 1999-2004, (*Phone interview, August 2016*)
4. **Kole Shettima**, Director, MacArthur Foundation’s Nigeria Office, (*Phone interview, August 2016*)
5. **Sharon Bissel Sotelo**, Director, MacArthur Foundation’s Mexico Office, (*Phone interview, August 2016*)
6. **Farouk Jega**, Country Representative, Pathfinder International/Nigeria, (*Email interview, August 2016*)
7. **Edith Calderon Ayala**, FLD-Mexico program coordinator for MacArthur (1996-2002) & Semillas (2003-2013); Semillas Acting Executive Director, (*Email interview, August 2016*)
8. **Magaly Marques**, Director, MacArthur Foundation’s Brazil Office, 1998-2002, (*Phone interview, August 2016*)
9. **K. G Santhya**, Senior Associate HPIF, Population Council India Office (*Email interview, September 2016*)

### Annex 2: Interview questions

1. How long did you work on the FLD program and what were your responsibilities?
2. Regarding the implementation of the program by your organization: Why do you think the Foundation selected [name of the organization] to implement the FLD program in [name of country]? Why did the handover happen that year rather than earlier or later?
3. Did you make changes to any aspects of the program’s structure (selection of fellows, grants disbursements, grantees’ support, mentoring, evaluation, etc.)?
  - a. If yes, what are these changes? Why and when did you make them in the course of the program?
  - b. If no, why not?
4. Under the management of your organization, what activities were the grants typically used for?
5. Did you conduct a performance evaluation of the fellows?
  - a. If yes, how and how often?
  - b. If no, why not?
6. Please provide up to five most important challenges you faced in the management of the program and briefly explain how you’ve addressed them.
7. Overall, what components of the program stood out as the most useful and why?

### Annex 3: Summary of the grantees' recruitment process

		Brazil	Mexico	Nigeria	India
<b>CALL FOR APPLICATIONS</b>					
Phase 1	Outreach	<ul style="list-style-type: none"> <li>• <i>When:</i> Month not precise</li> <li>• <i>Whom:</i> To institutions and individuals</li> <li>• <i>How:</i> Word of mouth Foundation's brochures; <i>Early years:</i> networking activities and meetings and travels to 10 states, <i>Later years:</i> internet was more used</li> </ul>	<ul style="list-style-type: none"> <li>• <i>When:</i> End of October/early November</li> <li>• <i>Whom:</i> to a variety of institutions and organizations which are required to post information in public view. <i>Later years:</i> to current grantees, ex-grantees, grantees' past and present advisors and other Foundation's contacts and consultants.</li> <li>• <i>How:</i> Sending out announcements</li> </ul>	<ul style="list-style-type: none"> <li>• <i>When:</i> January</li> <li>• <i>Whom:</i> to tertiary educational institutions, NGOs, International agencies and individuals in the field</li> <li>• <i>How:</i> Sending out about 2000 pre-proposal</li> </ul>	<ul style="list-style-type: none"> <li>• <i>When:</i> May-June</li> <li>• <i>Whom:</i> to around 3,000 individuals and NGOs.</li> <li>• <i>How:</i> Sending out requests for nominations, advertisements on listservs and select journals, announcements at prominent cultural and educational institutions in major cities and metropolitan areas</li> </ul>
	Application deadline	N/A	3 – 4 months from call	2 months from call	3 months from call
	Application content	<ul style="list-style-type: none"> <li>• CV</li> <li>• Essay describing a three-year plan</li> <li>• Estimated budget</li> </ul>	Pre-proposal form of the Foundation	Pre-proposal form of the Foundation	Pre-proposal form of the Foundation
	Candidates' eligible areas of expertise	Journalism, demography, social psychology, genetics, and women's health women's reproductive health, AIDS, communications and popular education, linkages between population and environment	Social sciences, medicine, journalism, education; however, each year, the call specified a specific discipline as a priority; e.g. 1998 and 2001 specified a preference for lawyers, legal advisors and investigators	Details not available from document review	Details not available from document review
	Eligible activities	Policy review, research, education initiatives and advocacy/activism	Details not available from document review	Details not available from document review	<ul style="list-style-type: none"> <li>• Advocacy for policy change,</li> <li>• Building knowledge on factors affecting personal decisions on PRH issues,</li> <li>• Improving dialogue among PRH stakeholders,</li> <li>• STDs and HIV/AIDS prevention,</li> <li>• Rights-based approach to sexual and reproductive health,</li> <li>• Men's involvement and responsibility on PRH issues,</li> <li>• Contraception,</li> <li>• Abortion</li> </ul>
	Average number of applications/year	300 - 400	200, except in 2001 (69)	Details not available from document review	120 - 250

### Annex 3 (continued): Summary of the grantees' recruitment process

		Brazil	Mexico	Nigeria	India
<b>FIRST REVIEW</b>					
Phase 2	Pre-screening (Review of initial applications: Proposals or Pre-proposals)	<b>Who:</b> Foundation staff <ul style="list-style-type: none"> <li>Proposals</li> </ul>	<b>Who: (1)</b> Foundation staff <ul style="list-style-type: none"> <li>Pre-proposals</li> </ul>	<b>Who: (1)</b> 2 consultants, one from the north, one from the south <ul style="list-style-type: none"> <li>Pre-proposals</li> </ul>	<b>Who: (1)</b> Foundation staff <ul style="list-style-type: none"> <li>Pre-proposals</li> </ul>
			<b>Who: (2)</b> Selection committee <ul style="list-style-type: none"> <li>Review of 20 - 25 pre-proposals each</li> <li>Filling out evaluation sheet</li> </ul>	<b>Who: (2)</b> Selection Committee	<b>Who: (2)</b> Two members of the Selection Committee <ul style="list-style-type: none"> <li>Review and retain 50 finalists</li> <li>Seek comments from other members</li> </ul>
	Invitation to submit proposals		<b>Who:</b> Selection Committee	<b>Who:</b> Selection Committee <ul style="list-style-type: none"> <li>20-24 applicants invited to submit full proposals</li> </ul>	<b>Who:</b> Selection Committee <ul style="list-style-type: none"> <li>15-20 applicants invited to submit full proposals</li> </ul>
<b>SECOND REVIEW</b>					
Phase 3	Screening (Review of proposals)	<b>Who:</b> Selection Committee + Country Coordinator <ul style="list-style-type: none"> <li>Review of about 50 proposals</li> </ul>	<b>Who:</b> Selection Committee <ul style="list-style-type: none"> <li>Review of proposals</li> </ul>	<b>Who:</b> Selection Committee <ul style="list-style-type: none"> <li>Review of 20 - 24 proposals</li> </ul>	<b>Who:</b> Selection Committee <ul style="list-style-type: none"> <li>Review of 15 - 20 proposals</li> </ul>
<b>INTERVIEWING</b>					
Phase 4	Interview	<b>Who:</b> Selection Committee + Country Coordinator <ul style="list-style-type: none"> <li>About 20 Candidates interviewed</li> </ul>	<b>Who:</b> Selection Committee <ul style="list-style-type: none"> <li>Candidates interviewed</li> </ul>	<b>Who:</b> Selection Committee <ul style="list-style-type: none"> <li>Candidates interviewed</li> </ul>	<b>Who:</b> Selection Committee <ul style="list-style-type: none"> <li>Candidates interviewed</li> <li>Referees' comments reviewed</li> </ul>
<b>DECISION</b>					
Phase 5	Initial Decision	<b>Who:</b> Selection Committee + Country Coordinator	<b>Who:</b> Selection Committee	<b>Who:</b> Selection Committee	<b>Who:</b> Selection Committee
	Recommendation to the Board of MacArthur Foundation	<b>Who:</b> Selection Committee + Country Coordinator <ul style="list-style-type: none"> <li>About 10 candidates</li> </ul>	<b>Who:</b> Selection Committee	<b>Who:</b> Selection Committee <ul style="list-style-type: none"> <li>3 - 12 candidates</li> </ul>	<b>Who:</b> Selection Committee <ul style="list-style-type: none"> <li>6 - 8 candidates</li> </ul>
	Selection of final grantees	Board of MacArthur Foundation	Board of MacArthur Foundation	Board of MacArthur Foundation	Board of MacArthur Foundation

## Annex 4: Thematic coverage of the grants in each country

**Table 1: Thematic coverage in Brazil: FLD management by the Foundation's office**

Topic of the grant	Number of grants	% of grants
• Reproductive health care	27	35%
• Reproductive rights	7	9%
• Family planning; Human sexuality education / counseling; Sexual abuse, prevention	4 each	5% each
• Sexually transmitted diseases control / prevention; HIV/AIDS	3 each	4% each
• Civil rights, women; Family life / parent education; Gender studies; Prevention of adolescent pregnancy;	2 each	3% each
• Anthropology / sociology; Arts, cultural organizations – multipurpose; Black studies; Civil rights; Cultural / Ethnic awareness; Environment; Family services, adolescent parents; Health (general) – other; Health care research; Human rights (international); Journalism / publishing; Occupational health promotion; Prenatal care / child birth preparation; Psychology / behavioral science; Public health programs; Social science, interdisciplinary studies	1 each	Less than 1% each

**Table 1b: Thematic coverage in Brazil: PROSARE management by CEBRAP/CCR**

Topic of the grant	Number of grants	% of grants
• Health, Sexual and Reproductive Rights, and Abortion	16	28%
• Gender and Sexual Violence	15	26%
• Religions and Education	11	19%
• Young people and Sexual Education	7	12%
• Sexual Diversity and LGBT	4	7%
• Media and Public Opinion	2	3%
• Mix of the previous topics	3	5%

**Table 2: Thematic coverage in Mexico: FLD management by the Foundation's office**

Topic of the grant	Number of grants	% of grants
• Reproductive healthcare	18	19%
• Environment & sustainable development	8	8%
• Gender studies	7	7%
• Human rights, women	6	6%
• Environment, research; HIV/AIDS	5 each	5%
• Women's civil rights; International human rights; Protection/conservation of natural resource; Reproductive rights; Soil / water issues	3 each	3%
• Economic Development; Human rights of indigenous people; Medical research; Population - Environment dynamic;	2 each	2%
• Agricultural programs; Civil rights advocacy for specific groups; Coastal and Marine Conservation; Community Sustainable Development; Cultural / Ethnic awareness; Public education for Environment; Environment regulation, administration, accreditation; Hazardous wastes and toxic substances; General and rehabilitative health; Other general health; Public education for health care; Public policy research and analysis for healthcare; Housing Development / Construction / Management; International human rights; Journalism/publishing; Law/International law and jurisprudence; Political participation; Protection of endangered species; Public health programs; Rural development; Social science research; Prevention of spouse abuse; Violence issues	1 each	1%

**Table 2b: Thematic coverage in Mexico: Semillas management of the transitional grants**

Topic of the grant	Number of grants	% of grants
• Young people's sexual and reproductive health rights	36	48%
• Indigenous women's rights and reduction of maternal mortality and morbidity	38	52%

**Table 3: Thematic coverage in Nigeria: FLD management by the Foundation's office**

Topic of the grant	Number of grants	% of grants
• Reproductive health care	67	55%
• Reproductive rights	10	8%
• AIDS	9	7%
• Population studies / demographics	7	6%
• Human sexuality education / counseling	6	5%
• Civil rights, women; Sexually transmitted diseases control / prevention	4 each	3% each
• Family life / parent education; Gender studies; Population - environment dynamic; Prevention of adolescent pregnancy; Violence issues	2 each	2% each
• Anthropology / sociology; Child abuse, prevention; Film / video; Public health programs	1 each	1% each

**Table 3b: Thematic coverage in Nigeria: ELDP management by Pathfinder International/Nigeria**

Topic of the grant	Number of grants	% of grants
• Promotion of young people's sexual and reproductive health	7	24%
• Reduction of maternal mortality and morbidity	18	62%
• Political, religious, and community leaders	4	14%

**Table 4: Thematic coverage in India: FLD management by the Foundation's office**

Topic of the grant	Number of grants	% of grants
• Reproductive health care	26	43%
• Gender studies	6	10%
• Leadership development; reproductive rights; HIV/AIDS	4 each	7% each
• Human sexuality education / counseling	3	5%
• Public health programs; Violence issues	2 each	3% each
• Anthropology / sociology; Family life / parent education; Family planning; Health - general and rehabilitative - NEC; Health care, public education; Mental health; Mental health treatment - multipurpose & NEC; Population - environment dynamic; Psychology / behavioral science	1 each	2% each

**Table 4b: Thematic coverage in Nigeria: HPIF management by Population Council**

Topic of the grant	Number of grants	% of grants
• Young people's sexual and reproductive health and development	7	41%
• Maternal health, contraception, abortion	6	35%
• Cross-cutting issues	4	24%

## Annex 5: List of documents reviewed

Format	Document File Name	Date Published	Description of Contents
Soft copy	FLD Original Proposal	1990	Original Proposal to Establish FLD
Soft copy	FLD Key FLD Staff at MacArthur	N/A	List of former and current staff from the Foundation who were/are associated with the FLD program.
Soft copy	FLD Grantee List	N/A	Excel spreadsheet from GMS with grantee data (name, location, year grant was received, amount of grant, primary subject area of proposal, and a narrative summary of grant purpose, contact info at time of award) 373 grantees total, spanning 1991-2004
Soft copy	FLD Grantees of Prominence	2007	List of several prominent FLD grantees from Nigeria, India, Mexico, and Brazil. Authored by Judith Helzner.
Soft copy	FLD Program Transition Grants	N/A	List of grants to organizations in India, Mexico, and Nigeria that took over the management of FLD-like programs in each country, respectively.
Soft copy	FLD Overview by Cecilia Conrad (2014)	2014	
Soft copy	1990-2002 The Population & Reproductive Health program: Lessons Learned.pdf	2003	Scanned copy of report on Foundation's work in Brazil. Includes two-page section on FLD (p. 38)
Soft copy	FLD Selection criteria and grant awarding process	2001?	Factsheets about FLD grantees from 1991 to 2000: Year of selection, age, position, education, theme, type of grant, amount and duration of grant, mentor's name, evaluator's name, type of engagement with Foundation after grant period, current position, other information
Soft copy	FLD Brazil Overview (2002).pdf	2002	Scanned two-page section of larger Brazil report, focused on FLD in Brazil, provides short paragraphs on the work of several grantees.
Soft copy	FLD Brazil Evaluation Data (2002)	2002	Contains one-page, grant summary profiles for 79 grantees.
Soft copy	FLD Brazil Evaluation (2002)	2002	Narrative summary of FLD operations in Brazil
Soft copy	FLD Brazil Mentors (1995-97)	1997	
Soft copy	FLD Brazil Program Evaluation (1999)	1999	
Soft copy	FLD Brazil and Mexico Advisory Members	1993	Members for the 1993 cohort
Soft copy	FLD Brazil first FLD class and selection advisory panel	1991	
Soft copy	Brazil selection committee list 1992	1992	Names of the selection committee members for the second cohort
Soft copy	FLD Brazil mentor selector and evaluator lists	1991	
Soft Copy	FLD Brazil grantees with updated contact info	2016	Grantees highlighted in green indicate people for whom updated contact info was found online

<b>Soft Copy</b>	Pre-2004 Grant file – section 1	2002	CEBRAP’s proposal for challenge grant, financial information, relevant correspondence with Foundation, countersigned agreement, applicant organization’s affidavit
<b>Soft Copy</b>	Pre-2004 Grant file – section 2	2002	CEBRAP’s proposal (in Portuguese), budget committee and board write-ups, CCR bylaws (Portuguese), CEBRAP bylaws (Portuguese and English), information requested of foreign organizations which do not have both 501 (c)(3) and 509(a) determination letters from the United States Internal Revenue Service
<b>Soft Copy</b>	Pre-2004 Grant file – section 3	2002	CEBRAP financial report for 2000 and 2001 (in Portuguese)
<b>Soft Copy</b>	Pre-2004 Grant file – section 4	2002	CEBRAP’s Original Grant Award Letter
<b>Soft Copy</b>	Pre-2004 Grant file – section 5	2007	PROSARE grantee annual narrative and financial reports for the periods of January to December 2004 and 2006
<b>Soft Copy</b>	Pre-2004 Grant file – Supplemental	2005	PROSARE grantee annual report for 2005 and individual grants size
<b>Soft Copy</b>	CCRPROSARE written reports	2008	PROSARE end-of-program correspondence with the Foundation
<b>Soft Copy</b>	Narrative and financial reports - 5 - Written Reports	2008	PROSARE end-of-program correspondence with the Foundation
<b>Soft copy</b>	FLD India Grantee Profile (Vikrum Patel)	2015	New York Times article profiling a FLD grantee from India.
<b>Soft copy</b>	FLD India Evaluation (2006)	2006	Appendices contain list of surveyed grantees with affiliations (51 grantees listed), grantees interviewed in-depth (10 grantees listed), list of awards and recognitions received (for 22 grantees), experts interviewed, including from selection committee members (11 listed), MacArthur Staff and consultants interviewed (3 listed).
<b>Soft copy</b>	FLD India Evaluation (2002 with 2014 updates)	2002	52 grantees profiled (with links to 2014 info)
<b>Soft copy</b>	FLD India Program Overview	N/A	Provides narrative summary of FLD operations in India (likely date 2002)
<b>Soft copy</b>	FLD India Evaluation (1998)	1998	Authored by Biswajit Sen in August 1998. Includes profile of ten fellowships coming to a close in 1998. Report on FLD’s strengths, weaknesses, and recommendations for improvement.
<b>Soft copy</b>	FLD India Pop Council 2004	2004	Documents associated with the initial transfer of the FLD program to the Population Council
<b>Soft copy</b>	FLD India Pop Council 2005	2005	Documents associated with the 2005 grant to the Population Council to manage the FLD program
<b>Soft copy</b>	FLD India Pop Council 2007	2007	Documents associated with the 2007 grant to the Population Council to manage the FLD program
<b>Soft copy</b>	FLD India grantees with updated contact info	2016	Grantees highlighted in yellow indicate people with whom the Foundation has maintained some contact or have received updates.
<b>Soft copy</b>	FLD applicant form	??	7-page standard pre-proposal form of the Foundation
<b>Soft copy</b>	FLD Mexico Grantees (2002)	2002	Contains list of FLD recipients with org and contact info from 2002
<b>Soft copy</b>	FLD Mexico Report	2002	Lists past selection committee members in footnotes.

	(2002)		
<b>Soft copy</b>	FLD Mexico Evaluation (2000)	2000	Authored by Gabriela Rodriguez
<b>Soft copy</b>	FLD Mexico Asesores (1997)	1997	List of Mexico Advisors in 1997
<b>Soft copy</b>	Letter to Mexico Selection Committee	1994	A 4-page letter from Linda King to the Selection Committee on which criteria to apply when making their decisions
<b>Soft copy</b>	Mexico FLD Newsletter 1997	1997	Available in Spanish
<b>Soft copy</b>	Report on the FLD program in Mexico 1992 - 2002	2002?	Overview of the FLD by Gloria Elena Bernal, including age and thematic distributions, selection process and testimonies of the grantees
<b>Soft copy</b>	Summary, FLD Program in Mexico, May 2002	2002	Factsheets about FLD grantees from 1992 to 2001: Year of selection, age, position, type of engagement with Foundation after grant period, current position, other information
<b>Soft copy</b>	FLD Mexico SEMILLAS (2001)	2001	Documents associated with the transfer grants to SEMILLAS to manage the FLD program in Mexico
<b>Soft copy</b>	FLD Mexico SEMILLAS (2003)	2003	Documents associated with the transfer grants to SEMILLAS to manage the FLD program in Mexico
<b>Soft copy</b>	FLD Mexico grantees with updated info	2016	Grantees highlighted in green indicate people with whom the Foundation has had recent contact. Grantees highlighted in yellow indicate people they hope to update, but need more time to do so.
<b>Soft copy</b>	Semillas Report Remaining Balance Feb2015	2015	A summary of how the remainder of the 2010-2013 budget was used by Semillas
<b>Soft copy</b>	Semillas questionnaire		2-page form (in Spanish) for Internal evaluation, to be filled out by grantees
<b>Soft copy</b>	Semillas Final Evaluation report (August 2013)	2013	Report (in Spanish): Evaluación Internal del Programa Integral para la Salud Sexual y Derechos Reproductivos 2010-2013 Financiado por Fundación MacArthur
<b>Soft copy</b>	Semillas 2010 Grant Award Agreement	2010	Agreement for the 2010-2013 grant made to Semillas (\$700,000)
<b>Soft copy</b>	10 Semillas prE1		Semillas' application for a grant to fund the Integral Program for Sexual and Reproductive Health and Rights
<b>Soft copy</b>	Nigeria FLD Grantees with contact info Jan 29 2016	2016	Grantees with updates highlighted in yellow in the far right columns indicate people with whom the Foundation has maintained some contact or have received updates.
<b>Soft copy</b>	FLD Nigeria: The First Five Years (1994-1998).pdf	1998	Scanned copy of published report on FLD in Nigeria, evaluating program 1994-1998, includes details on selection process, challenges encountered, distribution of FLD projects by geography and year, etc.
<b>Soft copy</b>	FLD Nigeria Selectors and Grantees (2000)	2000	Scanned copy of page from 1994-1998 report, lists of selection committee members, national advisory group members, and FLD grantees
<b>Soft copy</b>	FLD Nigeria Evaluation Report Revised (2000).doc	2000	Drafted review of FLD program operations, includes recommendations for future implementation, lists range of participants interviewed (MacArthur staff, selection committee members, grantees). Also lists consultants involved in report (Sonia Correa at IBASE Brazil was a Brazilian FLD recipient)
<b>Soft copy</b>	FLD Nigeria Evaluation 2002.doc	2002	Brief overview of selection process and thematic areas
<b>Soft copy</b>	FLD Nigeria Selection Committee List 2000-2004		Lists names of selection committee members 2001-2004 (2000 left blank)

<b>Soft copy</b>	FLD Nigeria Grantee List 2000-2004.docx	2004	List of names of grantees
<b>Soft copy</b>	FLD Nigeria Mentor List 2000-2004	2004	List of 51 mentors 2000-2004
<b>Soft copy</b>	Nigeria FLD	2004	Factsheets about FLD grantees from 1994 to 2002: Year of selection, age, position, project title, type of engagement with Foundation after grant period, current position, other information on the grantee
<b>Soft copy</b>	FLD Nigeria Transfer to Pathfinder 2004	2004	Documents associated with a grant to Pathfinder to manage the FLD program