

INTERNATIONAL DEVELOPMENT PROGRAMME 2021-2025 EVALUATION REPORT

Appendices

by Singizi Consulting Africa

Appendices

[Appendix 1: Methodology and design](#)

[Appendix 2: List of interviewees](#)

[Appendix 3: Grant breakdown](#)

[Appendix 4: List of Outcomes](#)

[Appendix 5: Equal, Safe and Free Fund \(ESF\)](#)

[Appendix 6: The Other Foundation \(TOF\)](#)

[Appendix 7: Forum for the Empowerment of Women \(FEW\)](#)

[Appendix 8: Onward grantee recommendations](#)

Appendix 1: Methodology and design

This outlines the evaluation design and methodology used by Singizi to answer the key learning questions. It provides a description of the feminist principles that guided the approach, the rationale for selecting Outcome Harvesting as the primary evaluation design, the methods used to collect and analyse data, and the analytical framework applied to interpret findings.

1.1 Feminist lens and evaluation principles

Singizi adopts a feminist lens in its evaluative work, prioritising participatory, and context-appropriate methods that address power dynamics and support gender justice. Core principles guiding this approach include minimising burden on role players, ensuring data meets validity and credibility standards, and fostering a culture of reflective and evaluative thinking. The evaluation also emphasises sharing experiences and lessons learned, with the intention being that findings are used to inform future strategic direction and strengthen processes toward intended outcomes.

1.2 Rationale for selection of the evaluation design

Two complementary evaluation designs were selected and combined to answer the key learning questions.

1.2.1 Outcome Harvesting as core design

Outcome Harvesting collects (“harvests”) evidence of what has changed (“outcomes”) and, working backwards, determines how an intervention has contributed to this change. In this evaluation, we are looking at how grants from the Foundation have contributed to change. An outcomes description includes **when** a change happened (month year), **where** it happened, **who** was changed, **how** the change happened and **what** the change was.

Outcome Harvesting was selected as the primary evaluation design due to its alignment with feminist approaches and its suitability for complex, non-linear change processes. It focuses on identifying what has changed, how, and for whom – drawing on grantee partners' own perspectives and narratives to surface pathways to change. Multiple integrated methods, including document reviews, partner engagements, key informant interviews, and surveys, were used to triangulate findings about outcomes realised and the factors most significant in enabling them.

1.2.2 Realist-Informed case studies

To explore contribution in greater depth, the evaluation incorporates a realist-informed case design. Drawing on realist evaluation principles, these cases examine the mechanisms through which change occurs, the contextual conditions that enable or constrain those mechanisms, and the outcomes that result. This approach moves beyond documenting

what changed to explaining why and how — producing context-sensitive insights that strengthen the credibility and utility of the evaluation's findings.

1.3 Methods used to implement this evaluation

During this evaluation we used multiple methods. The table below outlines these.

Desk Review	We reviewed grant applications, grant reporting, commissioned research and relevant meeting reports and undertook a systematic extraction of information against the key questions and evidence requirements for this evaluation (as outlined above). This resulted in a preliminary Outcomes Harvest as well as an analysis of the current picture of grant making.
Survey	We administered two surveys. One for direct grantee partners (including grant-makers, strategic grantees and influencers/raising voices) and the other for grantees of local grantmaking organisations who are funded through the Baring Foundation. Direct grantee partners A survey was sent to all 18 grantee partners who were funded during the 2021-2025 funding cycle. It included: - local grantmakers (UHAJ, ISDAO, The Other Foundation, Black Feminist Fund, International Trans Fund, FAU LAC - the Urgent Action Fund Latin America and the Caribbean); - civil society organisations (strategic grantees including Gender DynamiX – GDX, Forum for the Empowerment of Women – FEW, Iranti and the Social, Health and Empowerment Feminist Collective – SHE); - 'Raising Voices' grantees (Pan Africa ILGA, ILGA World) and 'Influencing' grantees (GiveOut, All Out, the Human Dignity Trust, Global Philanthropy Project – GPP, Stonewall, Kaleidoscope Trust). This survey focused on relationship dynamics between the Foundation and grantees and how the ways in which the Foundation provides funding and support have contributed to change. The final questions in the survey took the form of an outcome harvest question which 'tested' preliminary outcomes harvested and provided insight into significant changes for grantee partners. Two email reminders were sent to request participation. 16 of the 18 funded partners completed the survey, resulting in a return rate of 89%.

	Onward grantee partners A very brief survey was made available in English, French, Portuguese and KiSwahili. These links were sent to UHAI, ISDAO, The Other Foundation (TOF), Black Feminist Fund (BFF) and International Trans Organisation (ITO) who sent this survey onto their grantees. BFF indicated that as their grantee partnerships were relatively recent and they had recently collected information, they would prefer not to approach their grantees with this, but provided demographic details from their records to provide data against relevant survey questions. Grantee partners sent an email reminder to request participation. We received 51 survey responses of the 85 organisations that the links were sent to, indicating a 60% return rate.
Outcome Harvest	Outcomes harvested through the document review were shared with grantmaking partners through an emailed template. This provided the opportunity for partners to review preliminary outcomes and revise, delete or add further outcomes. Contact details for individuals that could substantiate these outcomes were also requested. Two follow-up emails were sent to those who did not respond to request their feedback. We contacted substantiators via email to verify outcomes statements and provide input of the significance and contribution of organisations to outcomes. Two follow-up emails were sent to those who did not respond to request their feedback. With the additional information, outcomes were refined, in some cases combining related outcomes. A total of 64 outcomes were harvested, with an additional 12 outputs noted for further monitoring as they could not yet demonstrate change. A list of outcome descriptions is provided as Appendix 4.
Interviews	We conducted focus groups and interviews with four ‘types’ of key informants. 1. We held an online focus group with four of the five local grantmakers (UHAI, TOF, ISDAO and BFF) plus an additional focus group with The Other Foundation (outlined below). 2. Interviews with direct grantees (representatives from strategic grantees from civil society (outlined below). 3. Interviews with key global role players (outlined below). 4. Baring Foundation staff and board members. A list of interviewees can be seen as Appendix 2.
Cases	We selected three cases to build a realist informed more in-depth case study that outlines the learning pertaining to Context-Mechanism-Outcome (CMO) for each case. We focused on cases that allowed us to highlight the role of the Foundation as an influencer, one that focuses

	on how the Foundation works with a grant maker and that provides insight about the growth of multi-year, larger grants and one that explores a strategic grantee. This allowed us to answer the question of what works for whom and under which circumstances. Additional interviews assisted us to understand the specific contexts for each case as well as the mechanisms that underpin the change. The cases selected are: • Equal, Safe and Free Fund (ESF) exploring a new model of funding partnership • The Other Foundation (TOF) looking at a local grantmaking partner • Forum for the Empowerment of Women (FEW) assessing the changes made through direct support for a civil society organisation. As part of these cases, we conducted focused interviews and focus groups including: 1. Focus group with The Other Foundation 2. Focus group with FEW 3. Partners from the Oak Foundation, the Foundation for a Just Society, Foundation for a Just Society International and UK FCDO to review key resources generated through the Baring Foundation's initiatives and to better understand context. These cases illustrate a range of the types of organisations that the Foundation supports. The Equal, Safe and Free (ESF) case is provided as Appendix 5, The Other Foundation as Appendix 6 and FEW as Appendix 7.
--	---

1.4 Approach to analysis of data

As indicated at the start of this section, Singizi adopts a feminist approach to evaluation, and this informs our approach to the design through to the analysis phase. This has meant that we sought to: elevate the voices of grantee partners in a participatory manner; encourage reflective thinking about power; and focus on building a culture of evaluative and reflective thinking and continual learning to support the development of quality.

Data from the desk review, surveys, interviews and templates were analysed thematically. Further, the analysis of the survey data was undertaken as follows: for the quantitative data we used descriptive statistics, with open-ended responses analysed qualitatively alongside interview transcripts.

This data was also used in the development of the outcome harvest. As part of the Outcome Harvest, the descriptions that were developed were then coded by the kind of change seen and social actor changed. These can be seen in the table below.

Kinds of changes	Social actors
Changed policy environment	Academics / journalists
Enhanced co-ordination of LGBTQI+ alliances /networks	The Baring Foundation
Enhanced service provision	Direct grantee organisation
Improved community norms / attitudes	Direct grantee organisation (influencer)
Improved relationships between social actors	Donor (private and public partners)
Increased access to powerholders	Government (national, regional or local)
Increased advocacy capacity	Grantmaking partner
Increased collaboration with other social actors	LGBTIQ+ alliances / coalitions
Increased number of organisations funded	LGBTIQ+ community
Increased organisational capacity	Member of grantee organisation
Increased visibility of LGBTQI+ rights	
Leveraged funding	
Shared resources / knowledge	

In undertaking this coding, we recognised that in one outcome, more than one kind of change may be demonstrated, and more than one social actor could be changed. This is demonstrated in the following outcome description.

In 2025, joint FCDO–Baring Foundation support enabled a step-change in how FAU LAC resource and accompany Caribbean LBTQ+ grassroots movements: they increased their ability to move rapid-response funding in moments of heightened risk, expanded outreach across the Caribbean to reach more groups, and strengthened their Caribbean-focused pipeline so groups could access support faster. A concrete shift was improving language justice and accessibility in the application system, which helped more Caribbean-based groups to apply.

In this example, FAU LAC (social actor 1) was changed in two ways. It increased organisational capacity and leveraged funding. The Foundation (social actor 2) changed in that it formed a new partnership to fund in a new region.

The data from the interviews completed for the adapted RE cases were structured using the Context-Mechanism-Outcome (CMO) framework.

This data was also used in a thematic analysis using the framework organised around the key learning questions.

Issues about **data veracity, reliability and validity** are core to our approach to analysis, and data triangulation is considered key to this and allows us to generate evidenced-based conclusions. We consider all voices and data before layering our own assessment alongside findings emerging from the synthesised data. The findings were therefore triangulated to

enable us to provide our evaluative comments and analysis against the OECD-DAC criteria of effectiveness, efficiency, relevance, coherence, impact and sustainability.

Appendix 2: List of interviewees

Singizi would like to thank all the survey respondents who provided feedback for this evaluation. We are particularly grateful to those who agreed to participate in interviews and focus group discussions.

David Cutler (Director, Baring Foundation)

David Sampson (Deputy Director, Baring Foundation)

Pontso Mafethe (Chair: International Development Committee, Board Member of the Baring Foundation)

Mike Battock (Education, Gender and Equality Department, UK Foreign and Commonwealth Development Office)

Kate Bourne (Foundation for a Just Society International)

Ashley Guy (Programme Associate, Francophone West Africa, Foundation for a Just Society)

Rosalie Nezien (Senior Program Officer, Foundation for a Just Society)

Nina Spataru (The Oak Foundation)

Focus group discussion (local grantmakers):

Caroline Koussiamama (ISDAO)

Samual Shapiro (The Other Foundation)

Mukami Marete (UHA)

Nadia Ahidjo (Black Feminist Fund)

Izabelle Denize (Black Feminist Fund)

Focus Group discussion (FEW):

Nomsa Manzini (Grant Manager)

Jade Madingwane (Executive Director)

Khanyisile Ngobeni (intern)

Focus Group Discussion FEW (WILAP participants)

Nolitha Maseko-Boyce (Fantastic Family LGBTI organisation)

Zandile Mabaso (former WILAP now Pride and Advocacy Officer at FEW)

Focus group discussion (The Other Foundation):

Kutlwano Magashula (Head of Programmes)

Samuel Shapiro (Programme Process Officer)

Matuba Mahlatjie (Media and Communications Officer)

Tafadzwa Mavhudzi (MEL officer)

Neville Gabriel (Executive Director)

Appendix 3: Grant breakdown

Opportunity Name	Grant Fiscal Year	Grant Amount	Programme	Project Description
GiveOut	2021	£60,000	Core	To support our core costs during our build phase as we grow towards a position of sustainability.
UHAI EASHRI	2021	£175,000	Core	Core support funding to strengthen UHAI's capacity to support LBQT movements in Eastern Africa.
The Other Foundation	2021	£175,000	Project	Support operations focused on participatory grant-making to lesbian and transgender organisations and initiatives.
All Out	2022	£20,000	Project	The funds will support a crowdfunding programme and a peer-to-peer fundraising platform to support LBQT African women.
The Human Dignity Trust	2022	£44,682	Project	A set of advocacy activities to inform and convene key global stakeholders around a ground-breaking decision by the CEDAW committee.
Global Philanthropy Project	2022	£30,000	Core	To expand global philanthropic support to advance the human rights of LGBTQI people in the Global South and East.
The Other Foundation	2022	£5,000	Project	To work collaboratively to host a convening of a multi-country network of LBQ human rights activists in Johannesburg.
ISDAO	2022	£525,000	Core	This core support will contribute to ISDAO's institutional strengthening and programmes, with an emphasis on LBQ, trans and intersex organisations.
The Other Foundation	2022	£525,000	Core	Increased advocacy voice and visibility of LGBTI activists in southern Africa with a focus on intersex, lesbian, and transgender movement building.
The Human Dignity Trust -	2023	£6,017	Project	To convene key global stakeholders around a ground-breaking decision by the CEDAW committee.
UHAI EASHRI	2023	£525,000	Project	Sustainably resourcing LBQT movements and safeguarding

				investments and gains of the movements.
GiveOut	2023	£25,000	Project	To partner with the Baring Foundation on the design and delivery of a summit to catalyse more UK giving to and funding for LGBTQI communities worldwide.
Pan Africa ILGA	2023	£30,000	Project	To support the LBQ pre-conference and the attendance of LBQ activists at PAI 6th Regional Conference 31 July - 4 August 2023.
Stonewall Equality Limited	2023	£20,000	Project	International advocacy to ensure global funding, policy approaches and programme development actively champions LGBTQ+ rights.
Social, Health and Empowerment Feminist Collective	2023	£100,000	Core	To support the core costs of the organisation.
Gender Dynamix	2023	£130,000	Core	Core Operational Support.
Iranti NPC	2023	£130,000	Project	To strengthen and streamline existing programmes, with the view of investing in the sustainability of our programmatic work and scaling impact.
Forum for the Empowerment of Women	2023	£12,500	Project	To support FEW to identify and seize funding opportunities.
Kaleidoscope Trust	2023	£51,915	Project	To provide the secretariat for the All Party Parliamentary Group on Global LGBT+ Rights.
Forum for the Empowerment of Women	2023	£60,000	Core	For core costs and also as a contribution to the organisational programmatic work.
The Other Foundation	2024	£85,000	Project	Donor-advised grant to Y-Fem to enable the organisation to purchase its own property from which to operate its organisational activities.
ISDAO	2024	£52,100	Project	The grant will contribute to a consultant's fees, the collective's operating costs, and an in-person meeting to build a regional activist fund.

Iranti NPC	2024	£15,000	Project	Sponsor Iranti staff members to travel and participate in logistical coordination, planning, and attendance at the ILGA World 2024 Conference.
Kaleidoscope Trust	2024	£72,978	Project	Funding for the APPG on Global LGBT+ Rights Secretariat 2024-26, including a staff member and overheads.
ILGA World	2024	£15,000	Project	To support scholarships for African LGBTQ activists to attend and participate in the ILGA World Conference.
Gender Dynamix	2024	£18,000	Project	Towards the organisation of the ILGA World Conference 2024.
Black Feminist Fund	2024	£1,000,000	Project	Supporting LGBTQI communities and organisations in Africa, funding to support the next cohort of multi-year grants to LGBTQI organisations.
The Other Foundation	2025	£21,000	Project	To support LGBTI participation and alliance building at civil society forum during summit of heads of state of the Southern African Development Community (SADC)
GiveOut	2025	£30,000	Project	A contribution to GiveOut's matched Urgent Response Fund to support LGBTQ-led organisations in sub-Saharan Africa.
FAU LAC	2025	£300,000	Equal Safe and Free	Strengthen LGBTQINB+ movements in the region by providing rapid response grants, accompaniment support, and region-specific activities.
Pan Africa ILGA	2025	£30,000	Project	To support the successful planning and execution of the 7th Pan Africa ILGA Regional Conference in Johannesburg.
International Trans Fund (ITF)	2025	£500,000	Project	Supporting trans-led organizations in sub-Saharan Africa through multi-year grants, capacity-building, and strengthening ITF's infrastructure.
Social, Health and Empowerment Feminist Collective	2025	£16,000	Project	To support emergency response activities in light of the US funding cuts to South Africa, linking transgender persons to HIV care.
Gender Dynamix	2025	£16,000	Project	To help strengthen GDX governance and policies, leadership and staff, and resource mobilisation and visibility.

Forum for the Empowerment of Women	2025	£22,000	Project	To implement a justice and mental health toolkit, empowering 20 LBQ leaders across four provinces through training.
Global Philanthropy Project	2025	£45,000	Core	To expand philanthropic support for LGBTI people and movements in the Global South and East.
Initiative Sankofa d'Afrique de l'Ouest	2024	£587,500	Equal, Safe and Free	For organisational costs, including contributions to travel, human resources, audits and other operating costs.
UHAI EASHRI	2024	£587,500	Equal, Safe and Free	To resource resilient LGBTIQ+ movements in East Africa to sustain strategic engagement for the promotion and protection of human rights.
The Other Foundation	2024	£587,500	Equal, Safe and Free	General support contribution to FCDO-funded programme to increase funding to local and national LGBTI groups in 13 southern African countries

Appendix 4: List of Outcomes

No.	Outcome description: Include When this happened (month year), where it happened, who was changed, how the change happened and what the change was.
1	In 2023, the Baring Foundation in partnership with the Oak Foundation, Foundation for a Just Society and Foundation for a Just Society International, joined forces with FCDO to establish the Equal, Safe and Free Fund (ESF) – to fund local grantmakers in Sub-Saharan Africa and Caribbean and Pacific islands. The partnership will total £25 million over 4 years. GiveOut and the Baring Foundation co-hosted the UK LGBTQI+ Giving summit, officially launching the Equal, Safe and Free Fund (ESF) and the first LGBTQI UK Giving Report.
2	In 2023 and 2024, Baring worked with the German foundation, Dreilinden, to engage a group of funders supporting property purchases for LGBTQI+ community groups. This has led to the establishment of a formal institution (the Home Fund) including the appointment of a Founding Executive Director in 2024.
3	In 2024, Baring partnered with the Black Feminist Fund (BFF) to support a new model of multi-year funding. BFF awards long-term 8-year grants.
4	In 2025, the turbulence around US funding led to a shift in relationship between the Oak Foundation and Baring – whereby Baring acts as fiscal host for an Oak Foundation grant to UHAI to protect funds.
5	In 2025, Baring awarded a £500,000 grant to a new funding partner, the International Trans Fund (ITF) to support grantmaking and strengthen Trans movements in Sub-Saharan Africa. ITF provides multi-year funding onward funding – and is supporting 4 Trans organisations in Africa with this grant.
6	In 2022, in Kenya, UHAI faced serious organisational challenges involving the resignation of a Co-Executive Director and a Board member, leading to legal suits. UHAI implemented "Muamko Mpya" (New Dawn), an organisational development process to strengthen internal culture, policies, and compliance, successfully stabilising the organisation by 2023.
7	From 2022-2024, across East Africa, UHAI consistently disbursed over \$5 million annually. By 2023, UHAI shifted to providing multi-year general support grants, awarding 210 grants totalling £4,786,350 in that year alone to sustain movements amidst funding cuts.
8	In 2022, in Kenya, UHAI secured an unrestricted grant of \$8 million from philanthropist MacKenzie Scott to build a reserve fund/endowment.
9	In 2024 and 2025, The Other Foundation (TOF) successfully weathered severe external funding shocks, sustained regional LGBTQI+ activism, and prevented the financial collapse of frontline organisations across Southern Africa. Despite being owed over US\$1.2 million by the US Government following the suspension of USAID funding, TOF successfully allocated 49 onward grants in 2025.
10	Between 2022-2024, TOF convened and strengthened regional networks, specifically supporting the Southern Africa Trans Forum (SATF) to elect a steering committee and convening the first meeting of the Southern African Intersex Forum (SAIF).

11	In 2024, across Southern Africa, TOF brokered partnerships with mainstream media houses (e.g. The Namibian, Newzroom Africa) to shift narratives and improve the portrayal of LGBTQI+ lived experiences.
12	In 2023, TOF purchased a permanent office property using a donation from MacKenzie Scott.
13	In 2021, in West Africa, ISDAO grew its team from 3 to 8 staff and secured major new funding (e.g. €8m from the Love Alliance) to strengthen movements.
14	By July 2022/January 2023, in Ghana, ISDAO finalised registration and bank accounts, moving from fiscal hosting to direct financial management.
15	In March 2024, in West Africa, ISDAO's grantmaking panel pre-approved 46 grants, including the first-ever multi-year awards for LBQT groups.
16	By March 2025, in West Africa, ISDAO supported joint collaborative work across 9 countries via the ESF Fund to strengthen advocacy and LGBTQI+ rights through collective action.
17	Since 2024, ISDAO has engaged an experienced human resource consultant on retainer, strengthening the organisation on critical areas around People and Culture.
18	In 2025, the Black Feminist Fund (BFF) extended grantmaking to an additional six organisations who focus on LGBTQI+ rights in Africa, based in Mozambique, Nigeria, Tanzania, Angola and Zimbabwe. These organisations joined the Sustain cohort, benefiting from an 8-year partnership with the BFF for core and flexible funding.
19	In April 2025, BFF open the second application round and received over 2,000 applications – 4 times more than in 2022.
20	In 2025, joint UK FCDO–Baring Foundation support enabled a step-change in how FAU LAC resource and accompany Caribbean LGBTQ+ grassroots movements: they increased their ability to move rapid-response funding in moments of heightened risk, expanded outreach across the Caribbean to reach more groups, and strengthened their Caribbean-focused pipeline so groups could access support faster. A concrete shift was improving language justice and accessibility in the application system, which helped more Caribbean-based groups to apply
21	In November 2021, the Minister of Justice formally referenced a position paper on gender recognition (produced by GDX and Legal Resources Centre) as a solid foundation to craft a new legal framework. The Minister highlighted his department's support for the 20 recommendations advanced by GDX and partners in the Legal Gender Recognition Position Paper. This was instrumental for further engagement in policy and law reform processes. This relationship was also leveraged when talks with the Department of Home affairs failed in 2022.
22	In 2022, GDX, Triangle Project and a legal consultant produced and submitted an alternative Standard Operating Procudeure (SOP) to the Department of Home Affairs to address problems related to the implementation of Act 49 (The Alteration of Sex Description and Status Act). This was in response to an acknowledgement from the Department that an interim SOP was needed while a broader law reform process is underway. In 2022, they tracked gender/name change issues; of 11 cases, 5 were resolved.
23	In 2021, the collaboration between South African NGOs and CBOs working on human rights issues involving transgender and intersex communities was formalised as the National Gender Diversity Coalition.

24	In 2021/2022, GDX delivered training for 6 regional partners. Regional training was a new collaboration. The Regional Trans Leadership Institute training consisted of 6 modules. This was completed by TransSwati, TIAMON, TransBantu, TREAT, TIRZ and Her. Participants reported that they had improved confidence and practical skills. These organisations remained active partners in 2022/3/4, and were also supported to document human rights, contributing to regional human rights reports, UPR submissions etc.
25	In 2023, following the arrests of GDX staff while travelling in Zambia, GDX revised travel policies to mitigate risks and provide increased protection for staff.
26	In 2023, GDX was admitted by the Courts as 'amicus curiae'. In their role as 'friend of the court', GDX provided expert knowledge in 2 cases where trans people had experienced violations to ensure that the perspectives and interests of trans and gender diverse people were adequately represented.
27	In 2023, GDX engaged with the Community of Practice in Higher Education around the adoption of the Model Policy Framework. This resulted in 5 universities adopting the Framework. The impact of this will need to be monitored as the policies were only adopted in 2024, coming into effect in Q4 2025. The organisation has developed self-monitoring tools and scorecards and has begun a research project to assess impact. This work began in 2021 with the first-of-its-kind national conference on inclusion in higher education.
28	In November 2023, GDX in partnership with Africa Trans Network and Southern African Trans Forum co-hosted the 6th Biannual Regional Trans Health, Advocacy and Research conference. This brought together 113 delegates from 24 countries for a 3-day event.
29	During 2023, GDX developed several policies to strengthen their organisation. These included policies in: Travel and Subsistence, Data Management and Media, Marketing and Communication. To further strengthen their sustainability, GDX bought and moved into their own office space in 2024.
30	In 2024, GDX actively engaged with the Department of Health, contributing to a position statement on gender affirming health care by the Department. The Western Cape Department of Health and Wellness Director delivered a keynote address at the 2024 LGBTQI+ Health and Advocacy Symposium and there was increased engagement of healthcare professionals in the organisation's gender affirming healthcare training programme (for instance CEO of Robert Sobukwe Hospital and Head of Surgery in the Northern Cape) and the training was also endorsed by the Executive Mayor of George.
31	In 2024, GDX was one of 8 regional partners implementing research to investigate and document low trans and gender diverse persons experience and understand structural, systemic and personal forms of sexual and gender-based violence. This research, as well as research from the REAct project, has been used to inform and support United Nations Periodic Review submissions for South Africa, Zambia, Zimbabwe, Malawi etc. Having data to support recommendations made is extremely important. Following the collaborative engagements of the People's Matrix and GDX in Geneva in March 2025 based on the Lesotho Shadow Report focusing on legal gender recognition, Lesotho accepted 5 of the SOGIESC recommendations and noted 2. It is important to note that all the accepted and noted SOGIESC recommendations delivered by various States are

	the same states that Matrix and GDX engaged with directly during their engagements in Geneva in March 2025 – demonstrating the impact of direct engagement.
32	During 2024, GDX amended their Safety and Security policy and Whistle Blower policy. In 2025, they hosted a Communication Development workshop to develop an updated and comprehensive communication strategy to include digital safety and take into account current context and anti-gender considerations.
33	In 2025, GDX supported partner organisations affected by the withdrawal of US funding in the region. GDX reached out to Southern Africa Trans-led organisations to provide support and also highlighted the impact of funding losses.
34	In 2024, GDX co-hosted the ILGA World conference, supporting scholarships for leaders from nascent organisations to attend. GDX facilitated increased the participation of attendees: 36 African scholars from West Africa (7 scholarships), North Africa (2 scholarships), Eastern Africa (8 scholarships), and Southern Africa (19 scholarships).
35	In 2022, GDX provided support to regional partners in Zimbabwe, namely TREAT (Trans Research Education Advocacy Training) and TIRZ (Trans Intersex Raising Zimbabwe) in preparing a UPR shadow report specific to the realities, risks and needs of trans and gender diverse people. In the UPR session in January 2022, Zimbabwe communicated its position in writing on the recommendations received. The impact of continuously engaging in Universal Periodic Review processes is, among others, illuminated by Zimbabwe accepting – for the first time in 2022 – recommendations related to sexual orientation, gender identity and expression, and sex characteristics (SOGIESC).
36	During 2023, FEW became more sustainable by leveraging additional donors and were able to expand they reach into rural areas and ensure access to services and support. This has led to increased engagements with law enforcement and national task teams to advance justice advocacy systems in rural communities.
37	During 2024, FEW appointed 2 new Board members, with strong backgrounds in organisational leadership and finance, enhancing governance and strategic decision making and contributing to sustainability.
38	During 2024, FEW made many changes to strengthen their organisation. These included: appointment of a management team to streamline operations and oversight, development of a strategic framework to scale advocacy efforts.
39	During 2024, FEW increased partnerships to deliver impactful programmes across provinces. Partner organisations included: Dreilinden, JASS, Arcus, PSFAQ, Iranti and Sister Love.
40	In 2025 FEW scaled up project funding that enabled more support to grassroots organisation in rural provinces, supporting newly established pride advocacy events and the introduction of high level advocacy that is linked to UN reporting mechanisms.
41	In 2025, SHE provided food parcels and links for affected clients to mainstream healthcare following the abrupt closure of trans-specific clinics due to US administration funding cuts.
42	In 2021, SHE documented 1,268 human rights violations against LGBTQI+ community members. In 2023, SHE documented 991 human rights violations across OR Tambo and Garden Route districts.

43	In 2023, SHE provided health services in 3 districts (11,092 MSM screened for TB, STIs and HIV in OR Tambo) (3,803 transgender people screened for TB, STIs and HIV in Garden Route) (General population screened in Buffalo City Metro = 6,991). This demonstrates an increase compared to service provision in 2021 where SHE provided sexual health services to 978 transgender people in the Garden Route Municipality and provided services to 9,292 MSM in the OR Tambo district.
44	In 2023, with funding from AIDS Fonds Love Alliance, SHE built the capacity of 3 small LGBTQI+ organisations to strengthen capacity around sexual and reproductive health rights. All groups implemented a campaign and are in the process of formal NPO registration.
45	During 2023, SHE strengthened existing or former partnerships to work in collaboration with Wits Reproductive Health Institute and GDX.
46	Between 2021 and 2024, SHE offered workshops on job hunting, writing and computer training, with the intention of empowering transgender women to find employment and self-reliance. Additional workshops included information sessions around SRHR and human rights.
47	In 2020-21, SHE focussed on staff wellness during the COVID pandemic. This included team building and staff debriefing and support with the loss of friends, family and colleagues.
48	In 2021, Iranti strengthened internal capacity through the appointment of 2 new programme officers, a Knowledge and Information Systems Manager and a Programme Manager.
49	In 2023, Iranti participated in new regional engagements by hosting a 2 day learning and wellness camp in Botswana to share best practice on movement building and community organising. This was an activity within ongoing work on health and wellness – for instance, in 2022, they held a wellness day and webinar for LBQ activists at Iranti house, highlighting the need for community care and raising the limitations relating to access to health. Further, Camp Aganang was created by Iranti, FEW and Colour Me, to unite LBQT people, providing a space for learning, healing and organising. "Aganang" means "build each other", emphasising the importance of community building. The Feminist Healing & Learning School in Botswana aimed to create a safe and inclusive environment for LBQTI people to share experiences, build solidarity, and empower through knowledge and healing. Participants also learnt about UPR processes, with the aim of increasing LBQTI representation in regional and international human rights and feminist discourse.
50	In 2025, Iranti was able to be responsive to community needs due to engagement with the Baring Foundation on funding gaps.
51	In 2022, Iranti partnered with other organisations and the Department of Home Affairs, to undertake 'road shows' to facilitate access to DoHA processes for name and gender changes, bringing services directly to those who needed them. More than 30 applications were received by the Department of Home Affairs.
52	Iranti supports the movement through documentation and archiving, keeping a record of the initiatives, people and issues in the LGBTQI+ movement, contributing to LGBTQI+ identity and institutional memory.
53	2022 Queer SONA: We won't be ignored State of the Nation Address. Iranti embarked on a campaign to draw attention to queer people as voters and as politically

	engaged people whose needs must be addressed by political leaders. The campaign continued in 2023 and 2024, reaching people on a number of platforms and mainstreaming queer people's political engagement and demand for accountability. In his 2025 State of the Nation Address (SONA), President Cyril Ramaphosa reaffirmed South Africa's commitment to LGBTQI+ rights, stating, "We stand for equal rights for women, for persons with disabilities, and for members of the LGBTQI+ community".
54	In 2022, GiveOut implemented several new measures to strengthen organisational capacity: implementation of a cloud-based finance system, brought in new Treasurer, and new communications staff were hired. Increased activity of the grant-making Advisory Panel.
55	In 2021, GiveOut's innovative fundraising activities raised £720,000, increased from £569,422 in 2020. Activities included world-first LGBTQI+ Climate fund, the Afghanistan appeal and a new Michael Dillon LGBTQI+ lecture series partnership with the University of Oxford.
56	In 2025, Baring Foundation funding through GiveOut provided funding to 3 African LBQ organisations, matched by further GiveOut Solidarity fundraising. This builds on disbursements in 2022, where money raised in 2021 provided grants totalling £513,000 to fund 37 organisations. Progress has been made towards making grantmaking processes more participatory.
57	Between 2020 and 2022, All Out raised \$207,000 through fundraising campaigns. \$97,000 provided support for 36 Africa based projects in 15 countries. \$22,645 was dispersed through COVID relief emergency funding and \$7,550 provided in emergency grants.
58	Between November 2024 and 1 July 2025, GPP mobilised \$182 million through the Fund our Future campaign, raising funds from 64 philanthropic institutions and governments in new, sustainable funding commitments to support LGBTQI+ movements across the Global South and East.
59	During 2023, beyond the UK, GPP also provided technical support to the Governments of the USA, Germany, Netherlands, and Sweden on LGBTQI+ funding. GPP also advised the Australian government on setting up an LGBTQI+ ODA fund, with a similar structure to the Equal, Safe and Free Fund, focussing on movements in Asia and the Pacific.
60	In November 2024, GPP hosted the first Global LGBTI+ Funding Summit in Cape Town, bringing together nearly 200 grant makers. 36 Funders committed \$119m in new funding for global LGBTQI+ movements.
61	In April 2025, GPP designed and successfully piloted a Training on Trans-Inclusive Grantmaking focused on encouraging dialogue amongst funders to address emerging needs in movements for trans rights and ensure that the organisational values and grantmaking practices of the donors align with goals for trans-inclusion.
62	In 2025, GPP worked with Australian, Canadian and Danish governments, producing reports with recommendations of how each government can increase support of global LGBTQI+ movements. The intention is to try and close gaps left by the withdrawal of US funding. GPP also advised the Australian government on setting up an LGBTQI+ ODA fund, with a similar structure to ESF, focussing on movements in Asia and the Pacific.

63	In 2024, Kaleidoscope re-established the APPG for LGBTQI+ rights after a time of significant political turmoil and have successfully tabled parliamentary moments regarding the importance of funding global LGBTQI+ rights.
64	In November 2025, Pan Africa ILGA held its 7th Regional Conference in Johannesburg, bringing together LGBTQI+ activists from 34 of 54 African countries – the most geographically diverse gathering in the organisation's history – with Foundation funding enabling LGBTQI+ activists facing financial and visa barriers to participate as both attendees and agenda-shapers.

Appendix 5: Case – Equal, Safe and Free Fund (ESF)

“Even though we don't know what may or may not happen with the Equal Safe and Free Fund, I think the fact that it came into existence was a really significant result. And I think very, very much led by the advocacy work ... So it's understanding what the priorities and the needs of the communities and their organisations are on the continent, understanding the FCDO, and having relationships with other private funders, foundations ... and being able to kind of bring them all together in a way that I would describe as the sum of the parts being greater than the whole, to create a space in which significant additional funding is coming into the sector and reaching the sector directly.” **Chair, the Baring Foundation**

Introduction

The starting point of an RE case is a review of the Initial Programme Theory (IPT). As there was no IPT in place, the evaluation team reconstructed the programme logic from documents and interviews. The analysis explores Context, Mechanism (resources and reaction) and Outcome to address what worked, for whom, and under which circumstances.

Context – Mechanism – Outcome (CMO)

Context

The context in which the ESF was introduced and implemented was and is marked by:

1. Reduced funding for grant makers, grantees and services – this is largely related to the US Government suspension of funds but also reduced funding from other key players such as the Dutch Ministry of Foreign Affairs;
2. An increase in the opposition linked to new law criminalising same-sex relationships, with LGBTQI+ people facing “increasingly hostile and aggressive challenges” (ESF funding partner) across the continent “Malawi, Zimbabwe, Uganda, Kenya, and then, Ghana, and so on and so forth” (the Baring Foundation); and
3. The challenge in terms of shrinking civic space including in multilateral forums, with civil society voices becoming increasingly marginalised at both national and international levels, “voices are really, really diminished” (ESF funding partner).

Respondents also noted though that a critical dimension of the context is that there are very credible organisations who can continue the work even in these challenging conditions. As observed by one respondent, “over the last few years the fantastic organisations have been established” (ESF funding partner).

Mechanism (resources)

We found that the key players took the complex environment into account and undertook several interventions to realise the expected changes.

Firstly, the Baring Foundation worked with key partners (including Global Philanthropy Project) to ensure that there was **rigorous evidence** about the severity of the contextual challenges, the funding imperatives and the value of local grant making in these environments. This evidence took the form of “a series of reports highlighting how much funding was going to work on LGBTQI+ rights and the need for an increase in funding” (ESF Funding partner). Several respondents suggest that these reports “were crucially important” and expressed appreciation for the robust nature of the data produced by the different partners including the Baring Foundation with support from the Global Philanthropy Project.

Secondly, the Baring Foundation worked with partners to build an “**alliance of influential policy people**” (ESF funding partner) that could advocate to UK parliamentarians to create awareness of this evidence and emphasise the importance of the UK government responding to these urgent needs. One respondent noted that they are drawn in to support this advocacy work as needed, stating that the Foundation had requested that they supported some advocacy work with the government about the ESF and that this approach allows the partners to conduct their “advocacy independently and together” (ESF funding partner), with one noting the initiative “would not have been possible” without the Foundation’s tenacity (ESF funding partner).

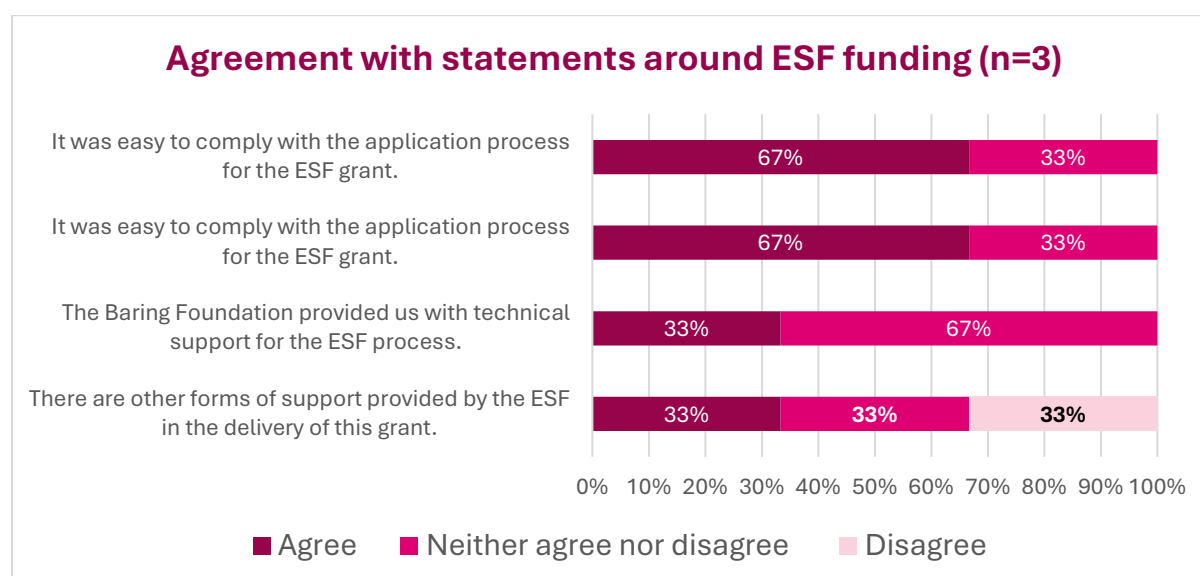
Thirdly, and closely related to this advocacy imperative is the considerable work that was undertaken to **create space for local grant makers to have voice in key spaces** in ways that enable these grant-makers “to talk about their experiences in support for grassroots organisations”. One example of such a space includes the Equal Rights Coalition, “a coalition of 44 countries who promote and protect the rights of LGBTQI+ people”, where the Foundation, working with others, ensure that “the voices that are in those conversations are representative voices from the community, they're not, someone who's based in the UK speaking on behalf of.” (Baring Foundation).

Fourthly, the Baring Foundation focused on reaching out to private donors and the UK government to initiate conversations about the potential of **growing public-private partnerships**. They proposed that this could include a “significant leverage element” (ESF funding partner), which would both act as an incentive for the UK government to provide funding and would allow private donors to work more effectively with government. A programme board with biannual meetings sustained these relationships, allowing partners to reflect on priorities and identify emerging trends and gaps.

Fifthly, the Baring Foundation, with the support of the funding from a cohort of private funders, assisted with both “**pre-accompaniment** of potential grantees to enable them to apply to the ESF” (ESF funding partner) and managed an **accompaniment grant** “to enable the organisation to be able to manage the funding from FCDO. Because as we all know managing government funding, it's totally different” (ESF funding partner). Importantly, the

Baring Foundation negotiated with FCDO to reduce the reporting burden for grantees, aligning requirements more closely with re-granting cycles.

The extent that this allowed grantees to comply with the requirements was confirmed in the survey¹:



Related to these activities, respondents spoke to the importance of the role that **the Foundation plays in ensuring that there is on-going communication amongst partners at all levels**. As observed by one respondent, “I have found my contacts there to be very responsive. If I call or I email and I say, I need to talk to you because I don't understand exactly what's going on, they set up a call right away. So they're very responsive” (ESF funding partner) and another praised Foundation staff for “playing an amazing role” in monitoring and engaging with the FCDO team (ESF funding partner).

Mechanism (reaction)

During the interviews we explored why respondents felt that these interventions have been effective. Multiple factors were provided in this regard, including the following.

A key reason given as to why both government and private donors were open to forming this partnership and putting funding into the project is that the organisations involved all **have historical relationships with the Foundation**. Partners described relationships of over a decade, at conferences, participating in peer-to-peer meetings and general check-ins; one respondent noted that the Baring Foundation had “stayed the course” with donors, FCDO and grant makers from the South.

¹ Note: one of the ESF grantees did not answer statements around ESF funding, therefore only three responses are reflected in the graph.

Respondents also indicated that they were open to these conversations **because the work on the Equal, Safe and Free Fund (ESF) is in line with their own strategies**. Respondents explained that the establishment of the ESF is in line with the commitment of the institution to address “the regressive bits of legislation” that are around the world and “were put in by British colonial governments” (ESF funding partner). Others also emphasised that the ESF approach was consistent with the way in which they work as a donor as they prefer not to be involved in the “day-to-day management of the programme or the relationships with the grantee partners” (ESF funding partner). Related to this, some respondents stated that, “we do tend to work with larger organisations or with intermediate organisations” (ESF funding partner) as it is not as onerous because they already have capacity. Some respondents also state that their organisation had already established a “very similar partnership” (ESF funding partner), making board buy-in easier. Several respondents hoped **to replicate the model**, with respondents pointing to work that has already begun in this regard.

The other factor that was important to the success of the initiative is that **grantees were credible** and “were ready to implement the programme from day one” (ESF funding partner). It was indicated that having strong organisations that are local was considered very important, “because we recognise that for any long term transformation, change in countries, it has to be led by organisations from within the countries” (ESF funding partner). Respondents note though that even with the strength of the organisations, the accompaniment role – highlighted above – was key to the positive result as it ensured that the ESF was implemented in an **inclusive manner enabling grantees to access government funding**.

Respondents state that key to their positive responses to becoming part of the ESF was the possibility of their being able to **expand their reach despite the challenging context**. As observed by one respondent, “that was one of the compelling factors about this partnership (was) being able to reach way beyond what we would normally be able to do” (ESF funding partner). Bilateral government funding was seen as essential to leverage private resources further and avoid a funding “cliff” for organisations that had lost funding support.

And critically, that this expansion to a partnership model of funding that includes government involvement was seen as having **the potential to be sustainable**.

“Fingers crossed, it's going to be long term and the commitments made will be honoured. But I think that is hugely important to have that continuity and have that security that a longer timeline brings.” **ESF funding partner**

However, there is a concern – expressed by a few respondents – that there are already signs that funding may be reduced.

[It] has been a little bit bumpy and we're still waiting for confirmations about the future of that fund. We're keeping our finger crossed and hopeful that it'll continue, but I'm not sure that it will go the way that we had envisioned when it got started in the beginning”
Baring Foundation

Outcome

The implementation of these mechanisms, within this challenging context, saw a significant outcome: In 2024, The Baring Foundation, in partnership with the Oak Foundation, Foundation for a Just Society and Foundation for a Just Society International, joined forces with FCDO to establish the Equal, Safe and Free Fund (ESF), which funded local grant makers in Sub-Saharan Africa and Caribbean and Pacific islands. The agreement states that the partnership will total £25m over 4 years.

Reflecting on the CMO

The CMO highlights that even within this very challenging context, private donors and the UK government were able to establish a fund that balances accountability with the processes supporting responsive local grant making. Key activities that enabled this change include:

- **rigorous evidence;**
- an **alliance of influential policy people** to advocate for such a Fund coupled with spaces for local **grant makers** to have voice in these conversations, the Baring Foundation being able to reach out to private donors and the UK government to have conversations about the potential of **growing public-private partnerships;**
- that this is done with the Baring Foundation providing both **pre-accompaniment** to potential grantees as well as **accompaniment to support** successful organizations to be able to manage the funding from FCDO;
- together with the role that the **Baring Foundation plays in ensuring that there is ongoing communication amongst partners at all levels.**

We found that these interventions were received well and led to the result because of:

- the **historical relationships that all partners have with the Baring Foundation;**
- that **the work on the ESF is in line with the different partner strategies;**
- that **grantees are credible;** and
- that the ESF was seen to have the potential to both **expand the reach of the different partners despite the challenging context** and have the **possibility of offering sustainability.**

Through implementing this case we saw evidence of the commitment made by each partner and positive indications relating to the extent that players are working together with the support and steering of the Baring Foundation. There is also emerging evidence of the ways in which the funds have been allocated and respondents indicate that all three grant making organisations collect information about how they are providing the funding and the impact of the funding.

Points of reflection

However, there are areas that have emerged that highlight the complexity of implementing such an initiative. These are captured here to support further reflection.

The number of **delays**, which respondents understood but observed that this had “created a lot of confusion and disruption” (ESF funding partner). Respondents observe that there are multiple competing pressures placed on different role players and this can create a lack of clarity relating to timelines and what is possible. Managing this in a way that still creates certainty supports independent and collective planning.

Related to this, there was a view that there is a need to find additional ways to **support conversation that supported collective thinking amongst the private donors**. Respondents suggest that it would be helpful if there were spaces created for donors to come together and discuss issues as they emerge, for example the implications of the FCDO cuts and how it will affect the partnership and the programmes.

A few respondents also suggest that not having these conversations amongst donors results in a missed opportunity, preventing the partnership from drawing on “the knowledge of the private partners” in areas such as ways of working, finding new grant makers and navigating regional specific contexts.

One perspective was that had these conversations taken place, additional grant makers may have been partnered with.

“Over the three to five years of FCDO, you could have helped a second or possibly second and third organisation, especially with the allocation of private institutional capacity building funding.” **ESF funding partner**

So that by the end of that period, there would have been a diversity of organisations in the regions and thus reduced the risk of having one grant-maker per region.

These kinds of conversations could also feed into **wider sharing of learning across donors and the FCDO**: it was felt that there would be value in having more structured learning across the partners (both private and with the FCDO). One respondent observed that there has not yet been an opportunity to sit down and talk with each about different strategic priorities.

“I think the learning element with the private funders and the FCDO, I think there will be something to consider perhaps” **ESF funding partner**

There was also a suggestion that this should be extended to include more **interaction between grant makers and donors**: some sessions had been with FCDO and the grant-makers, such as at ILGA World, but private donors were not always included, limiting shared learning. Donors recognised capacity constraints but suggested a few strategic joint engagements would add value to this process. Grantmaking partners similarly spoke to the benefit of such shared spaces, while noting the need to “balance the amount of effort they put into various things”. (Grantmaking partner).

Another area where there were varied views is about whether the ESF should begin to explore the possibility of **additional funding organisations coming on board**. Some respondents highlighted sustainability concerns if a core partner withdrew, arguing for bringing in new partners. Others felt that the partnership was too new for that, cautioning that new partners could place significant pressure on the Foundation's already limited capacity, even if the additional funding "would be terrific" (ESF funding partner).

These latter points all relate to the question of **the Baring Foundation's capacity**. Respondents observed that there is primarily one person at the Foundation that manages all aspects of the partnership. Partners expressed concern about the volume of work involved and indicated that, "it would be good also for them to let us know how we can best support. We need to pull a little bit ourselves up to do more." (ESF funding partner).

Finally, respondents suggested that there is a need to reflect on priorities for the next period. Some possible areas emerging included:

- there is a need to focus on the violence against LGBTQI+ people particularly as it is worsen in many countries;
- while there is a recognition that it will not be possible to introduce better legislation in all countries, there is still a need to focus on working on legislative reform; and
- access to services is increasingly a priority given cuts in funding and the urgency of the needs.

Initial Programme Theory (IPT) for the ESF

IF

The Baring Foundation, together with other key partners, work to ensure that the voices of LGBTQI+ activists from the South are highlighted in key spaces

And supports research to build an evidence base about priorities and resources flows

And the Baring Foundation integrates these voices and the findings from the research to undertake advocacy work within the UK government focused on the importance of supporting the work of the LGBTQI+ movement

THEN

In 2024, The Baring Foundation, in partnership with the Oak Foundation, Foundation for a Just Society and Foundation for a Just Society International, will join forces with FCDO to establish the ESF fund - to fund local grantmakers in Sub-Saharan Africa and Caribbean and Pacific islands. The partnership will total £25m over 4 years.

AND in 2025, despite external funding cuts, The Other Foundation (TOF) allocated 47 grants. This was due to TOF selection as a delivery partner for the FCDO/Baring "Equal, Safe and Free" fund, securing £1.5 million annually in 2023/2024.

AND: Onward grant-making such that in 2024/5, The Other Foundation increased funding given in its onward grantmaking by 4 times more than previously. This resulted not only in the stabilisation of "anchor" LGBTQI+ organisations but, in some cases the expansion of LGBTQI+ organising and activism (especially intersex, lesbian, and transgender organising and activism)

AND by March 2025, in West Africa, ISDAO supported joint collaborative work across 9 countries via the ESF Fund to strengthen advocacy and LGBTQI+ rights through collective action

AND in 2025, joint FCDO–Baring Foundation support enabled a step-change in how FAU LAC resource and accompany Caribbean LGBTQI+ grassroots movements: they increased their ability to move rapid-response funding in moments of heightened risk, expanded outreach across the Caribbean to reach more groups, and strengthened their Caribbean-focused pipeline so groups could access support faster. A concrete shift was improving language justice and accessibility in the application system, which helped more Caribbean-based groups to apply.

AND this results in multiple changes such as in August 2025, Kenya's High Court in Eldoret ruled in favour of transgender woman SC - supported by organisations including NGLHRC, TEA, Jinsiangu, and KHRC - affirming the right to gender self-identification and directing the government to introduce a Transgender Protection Rights Act. This landmark judgment established binding legal recognition for transgender persons and set a precedent limiting the state's ability to subject them to degrading treatment.

BECAUSE

The Baring Foundation's collaboration in establishing the Equal, Safe, and Free Fund, of which the Other Foundation is a primary beneficiary, led to increased funding despite the US funding shocks. Thus in 2024/25, TOF managed a financial crisis where over \$1.2 million was owed by the US Government (due to suspension). Through ESF, TOF secured an emergency uplift of £1.335 million from the UK FCDO.

And grant-makers were able to strengthen their capacity: since 2024, ISDAO has engaged an experienced human resource consultant on retainer, strengthening the organisation on critical areas around People and Culture made possible because The Baring Foundation was able to complement the funding provided by FCDO and focus this on funding for organisational strengthening, which enabled the team to meet in person when and where needed.

And because, the Foundation's grant enabled UHA1 to provide flexible, movement-responsive funding that sustained continued advocacy, strategic litigation, and rights-based organising to challenge discrimination, stigma, and other forms of systemic violations.

Appendix 6: Case – The Other Foundation

How Baring's investment in the other foundation sustained LGBTI activism during an acute funding crisis

1. Introduction

The starting point of this realist-informed case was the development of the Initial Programme Theory (IPT). The IPT was reconstructed from the project proposal submitted to FCDO (February 2024) by The Other Foundation together with the organisation's Theory of Change (September 2024). The IPT was tested in an interview with the TOF team (April 2026), supplemented by interviews with a senior representative of the Baring Foundation and a programme officer at the Foreign Commonwealth and Development Office (FCDO).

Based on these engagements we were able to understand the circumstances (Context) in which the Outcome emerged, the Mechanisms that contributed to it (both the resources provided and the reactions they generated), and the Outcome itself. This allows the evaluation team to reflect on what worked, for whom, and under which circumstances, and to draw out learning for the next programme period.

In addition, in the development of this case we have drawn on data from the onward grantee survey of those who received grants from TOF. The survey was conducted as part of the broader evaluation. Responses were received from 19 grantee organisations, of which 18 operate in Southern Africa and one in Central Africa. These responses offer grantees perspectives on the outcomes of the funding, the flexibility of TOF's grants, and the areas that grantees would like to see strengthened. All survey respondents are anonymised in line with the evaluation's data protection commitments. Where findings rest primarily on TOF's own account of what the grants produced for grantees, this is also noted explicitly.

Context – Mechanism – Outcome (CMO)

Context

The context in which the intervention took place is one where there are multiple pressures on Southern Africa's LGBTI organisations, including:

Intensifying anti-rights backlash across the region and the USAID suspension on 20 January 2025 immediately changed the operating environment for civil society and particularly for organisations focused on gender justice. Frontline organisations across Southern Africa that had relied on US funding were left without resources within weeks.

The election of Donald Trump as US president in November 2024 also signalled that further changes were likely, and TOF's leadership indicated that they were aware that the challenges that followed were likely to take place.

At the same time as there was this crisis linked to reduced bilateral funding, the TOF has managed to build a diversified donor base, which insulated it from the bilateral shock that devastated many of its grantees, and ensuring that it had institutional stability.

The extent to which it was possible for the TOF to access diverse funding sources reinforces the findings in certain reports that philanthropy funding for organization's working on the rights of LGBTIQ+ persons has increased. However, it is noted that several respondents in this evaluation noted that a few key private funders had reduced or withdrawn from direct funding in Africa during the evaluation period.

"We are also operating in a context of backlash, rollbacks on the gains that the movements have made. This also means that we are operating in a heightened context where it feels like a constant and ongoing emergency. Responding to shocks and emergencies is inbuilt into the strategy."

Programme staff, The Other Foundation

Mechanism (Resources)

In order to contribute to the outcome, a number of interventions were implemented:

The Other Foundation, with support from the Baring Foundation, systematically built its capacity to increase grant-making in a way that supported inclusivity and accountability.

The Baring Foundation and others, including TOF, worked together to advocate to the British government to fund LGBTI activism at scale. As part of this, TOF leadership participated in engagements arranged by the Baring Foundation with the British Parliamentary Committee on international development.

The Baring Foundation, together with its partners, also supported efforts to design and establish the ESF with the FCDO as well as private philanthropists. The Foundation also sought to prepare potential grantees, like The Other Foundation, to apply for the ESF. The ESF awarded a grant to The Other Foundation to provide resources for onward grant-making. This allowed TOF to disburse significantly more than the original agreement projected in Year 1: TOF received GBP 2,235,000 from the ESF against an original commitment of GBP 800,000, made possible by an additional grant from the ESF through the existing contracting mechanism. In Year 2 (to March 2026), TOF received GBP 1,900,000 against an original projection of GBP 1,300,000.

Support from the Baring Foundation reduced the visible administrative cost of programme delivery, as a proportion of TOF's operational costs was covered by the Baring Foundation. This created a compelling value-for-money proposition, which could be used to justify the partnership internally within government.

Beyond the financial streams, the Baring Foundation contributed several non-financial resources that respondents identified as significant.

Mechanism (Reaction)

There were a number of reasons that the interventions realised the intended results. TOF's institutional infrastructure, relationships, and participatory grant-making systems to absorb and deploy funding rapidly and accountably was the primary enabling condition for the scaling up of grant-making. When the USAID crisis required a rapid response, TOF did not need to build new processes; it was able to build on their existing systems to expand grant-making.

"We already had a process going. We were busy running a peer review process at the time. So we had a lot of applications already. We had a group of peer reviewers. It allowed us to engage the community quite quickly."

Programme staff, The Other Foundation

The Baring's long-term investment contributed to the credibility and accountability standards that informed this trust indirectly, by helping build the institutional depth that made TOF a reliable partner over time. This long-standing institutional relationship between the Baring Foundation and The Other Foundation is a relationship that both organisations describe as premised on shared mission and accumulated trust.

Related to this, the Equal, Safe and Free Fund was encouraged to fund The Other Foundation as they had demonstrated credibility and financial sustainability and accountability, which positioned the Foundation as a reliable Southern intermediary. In addition, support from the Baring Foundation reduced the visible administrative cost of programme delivery as a proportion of The Other Foundation's operational costs was covered by the Baring Foundation. This created a compelling value-for-money proposition, which could be used to justify the partnership internally within government.

Baring's role in the partnership subsequently also contributed to TOF being well-positioned to attract additional bilateral funding from Canada and Germany (GIZ).

The trust relationships between TOF and its grantees were a further enabling factor: grantees trusted that TOF was acting in the movement's best interests, which produced what TOF staff described as 'understanding and grace' during the compressed grant-making process. This trust was grounded in TOF's own institutional character and its long-standing relationships with grantee organisations, built through years of participatory grant-making. The grantee survey corroborates this: respondents across Southern Africa described their relationship with TOF in terms including 'collaborative,' 'supportive', 'partner,' and 'irreplaceable.'

Outcome

In 2024 and 2025, The Other Foundation successfully contributed to improved stability in the field of LGBTI activism in Southern Africa in the face of severe external funding shocks facing frontline organisations across the region. Despite many frontline LGBTI organisations being left without funding following the suspension of USAID grants from January 2025, TOF successfully allocated 49 onward grants in the 2024/25 financial year with monies

from the ESF (73 in total across 2024 and 2025, also with monies from the ESF). While support could not reach every organisation, TOF staff suggest that the funding had gone where it was most needed.

The grantee survey provides evidence of what the funding produced at the level of frontline organisations. Across Southern African respondents indicate that TOF's grant is as flexible – or more flexible – than other funders and state that this has allowed them to strengthen their programmatic work, increase their advocacy voice, and in several cases enable their organization to access additional funding. Specific examples include a national trans organisation in Botswana convening its first high-level policy roundtable in collaboration with the Office of the Ombudsman; an intersex rights organisation in Zimbabwe documenting 15 human rights violation cases which created the space to open a formal dialogue with the Ministry of Justice; a women's organisation in Namibia conducting the country's first comprehensive survey of hate speech affecting over 700 LGBTI persons; and a trans-led organisation in Eswatini observing a measurable reduction in trans people being made homeless following a family engagement programme.

"The funder didn't just provide money; they provided legitimacy, visibility, and confidence. That combination transformed the event into a historic milestone for both the LGBTQ community and our organisation."

Grantee organisation, Southern Africa, grantee survey 2026

Reflecting on the CMO

The CMO pattern that emerges from this case can be stated as follows:

The CMO emerging from the case also demonstrates that within a context of intensifying anti-rights backlash, shifting private philanthropy and the sudden bilateral donor withdrawal (**context**), the combination of the Baring Foundation's flexible core support that enabled TOF to build its capacity and efforts to establish the ESF, which was co-designed through years of joint advocacy between the Baring Foundation and FCDO with input from partners led to the awarding of a grant to TOF which was able to move quickly to award grants to mitigate the negative impact of the cuts in funding (**mechanism: resources**). This was possible because TOF was credible and had a trusting relationship with its grantees and a capacity for participatory grant-making that supports both inclusivity and accountability (**mechanism: reaction**). This allowed TOF to rapidly respond and allocate 49 grants in ten weeks which served to contribute to the increased stability of the Southern Africa LGBTI field at a moment of acute crisis, and enabled frontline organisations to continue and in some cases deepen their advocacy work (**outcome**).

The CMO further highlights that the interventions worked because of several conditions operating together: TOF's long-term relationship with the Baring Foundation, the institutional stability, credibility and readiness of the TOF ensured that donors trusted the

organisation; and the grantee relationships that allowed the grantmaking process to proceed swiftly and with legitimacy.

However, it is noted that a tension emerged in the implementation of the ESF grant to the TOF. During interviews respondents noted that because FCDO money is government funding with a 'high bar for compliance', TOF needed to prioritise organisations with good financial management systems. This meant that this funding could not directly support smaller, emerging grassroots groups at scale. Further, the timelines associated with the grant funding meant that TOF had to compress their usual timelines, which ensured that emergency funding was made available quickly but it also reinforced the need to work with grantees that were ready to accept the grants.

Reflections and Learning

The following learning emerges from this case and is offered to inform the next programme period.

The model is the contribution

The Baring Foundation's most significant contribution to this outcome was the establishment of the ESF public-private partnership model: the co-design of a programme architecture that enables private foundation flexibility to unlock and complement government funding at a scale no private funder alone can achieve. Respondents across all three interview contexts pointed to this model as strategically significant and potentially replicable. Its replication in other bilateral contexts should be a priority for the next strategy.

"A mix of the general support funding from Baring to be able to unlock the bigger project funding, which is required to get to scale of investment for scale of organising and scale of impact. That is the back story for the broader strategic funding landscape as it plays out in a good way with the ESF and Baring story."

Senior leader, The Other Foundation

Institutional capacity is the precondition, not the outcome

The ESF funding worked because TOF already had the systems, relationships, and governance to deploy it. This allowed TOF to respond quickly to the crisis facing frontline organisations and award 49 grants within ten weeks. Long-term investment in institutional capacity, through core support and a sustained relationship, created the conditions that make a crisis response possible. The value of the Baring Foundation's investment in strong Southern African intermediaries is realised most visibly in moments of crisis, but it is built in the years before any crisis arrives.

The tension between flexibility, compliance and reach

The case provides concrete evidence of how the Baring Foundation's core support enabled TOF to strengthen its systems and work in ways that are responsive to the context and the priorities of grantees, while the ESF could provide additional funding – which while carrying increased compliance obligations – ensured that the crisis related to the withdrawal of

funding from LGBTQI+ organisations could be mitigated. The need to be able to do this while continuing to support smaller grantees remains a key priority for TOF.

The downstream effects of the investment extend beyond the grants

The process of meeting FCDO's institutional assessment requirements positioned TOF as a credible partner for additional bilateral funders, including Canada and Germany (GIZ). TOF's stable multi-donor base, which protected it during the USAID crisis, was partly a product of the credibility that the ESF partnership helped build. A fuller account of contribution should include the enabling architecture that made these additional funding relationships possible.

Grantees consistently signal what they need more of

Across TOF grantees, the most frequently requested improvements are: longer-term grants that allow organisations to plan beyond short project cycles; greater flexibility to reallocate budgets as community needs evolve; more support for core operational costs alongside programme activities; and opportunities for peer learning and collaboration between grantees. Several respondents specifically noted that TOF's grant was more flexible than other funders, which they experienced as enabling.

5. Initial Programme Theory (IPT)

IF

The Baring Foundation is able to work with the UK FCDO and other private donors to establish the Equal, Safe and Free Fund (ESF) as a public-private partnership model, and the ESF shares the value that the Baring Foundation places on redistributing power to Global South intermediaries and, related to this, selects TOF as a delivery partner providing funding at scale; and the Baring Foundation simultaneously provides TOF with flexible core support alongside the ESF grant, covering a proportion of operational costs and reducing the administrative burden on FCDO funding...

THEN

TOF is able to significantly increase the scale and quality of onward grants to LGBTI groups across 13 Southern African countries, build new multi-country advocacy alliances, strengthen LGBTI voice and visibility in the mass media, support direct policy advocacy with the SADC secretariat, and establish a new regional crisis protection mechanism for frontline human rights defenders, enabling LGBTI activism to be sustained and expanded across the region...

BECAUSE

The Baring Foundation's systematic support helped TOF build its capacity to increase grant-making in a way that supported inclusivity and accountability. The Baring Foundation also supported efforts to establish the ESF and prepare TOF to apply for it. The ESF grant provided resources for onward grant-making at scale, while BF core support covered a proportion of operational costs that would otherwise be charged to the FCDO, reducing the visible administrative cost of delivery and creating internal flexibility for TOF to act when needed. FCDO was able to make the ESF grant through a co-designed partnership with the Baring Foundation, built through years of joint advocacy and evidence-building, and because TOF's demonstrated credibility and financial accountability positioned it as a reliable Southern intermediary.

Appendix 7: Case – Forum for the Empowerment of Women (FEW)

Introduction and background

The Forum for the Empowerment of Women (FEW) is a South African lesbian, bisexual, and queer (LBQ)-led organisation established in 2002 by Black lesbian activists in Gauteng. Its mission is to advance the rights and wellbeing of LBQ women through advocacy, education, leadership development, and psychosocial support. For over two decades, FEW has also become known for coordinating Soweto Pride and acting as a first responder to hate crimes against LBQ individuals, liaising directly with police and justice officials to ensure accountability and justice for survivors.

This deep dive explores the extent to which the Baring Foundation's International Development Grant contributed to the change that forms the focus of the case. Which is, that FEW has become more sustainable in terms of its governance, management systems and staffing and its ability to access additional funding enabling the organisation to expand the reach of its leadership training into rural areas, leading to increased LBQ community voice and improved access to justice systems in rural communities.

Context – Mechanism – Outcome (CMO)

Context

Despite its strong grassroots legacy, by 2022 FEW was facing severe institutional instability: there were only two active staff members, limited financial and governance structures and intermittent leadership transitions, and declining donor confidence.

“We were really at a volatile and vulnerable place as an organisation” FEW staff member

External pressures included shrinking civic space for gender and queer rights activism in South Africa, exacerbated by the global anti-gender movement and rising community violence.

The Baring Foundation entered at a pivotal moment in early 2023, providing a strategic opportunity for organisational transformation, focusing on rebuilding FEW's internal systems, leadership, and fundraising capacity, while sustaining its core advocacy and community programmes.

Mechanism (Resources)

During the implementation phase, there were several interventions implemented to contribute to these changes.

Firstly, The Baring Foundation sought to enable this organisational development work by providing flexible core funding to cover salaries, replace outdated equipment, strengthen their leadership capacity and rebuild while growing their advocacy work.

Secondly, the Foundation provided funding and technical support for a fundraising consultant to develop and set up a fundraising unit, diversify revenue streams, and improve donor relations.

Thirdly, FEW introduced improved systems, appointed a fundraising consultant and was able to leverage new donor funding to enable programme expansion including a Women Inclusive Leadership and Advocacy Programme (WILAP) in rural provinces (Limpopo, KwaZulu-Natal, Western Cape, and Gauteng).

Mechanism (reaction)

FEW observed that they were able to rebuild their institution because they had sufficient space to undertake several initiatives to strengthen the organisation, create policies and Standard Operating Procedure (SOP) systems and recruit a fundraising person. One respondent from FEW described Baring's support as "rebuilding the organisation from ashes".

"Without this support, FEW could have died. Instead, we are now standing tall with structure and purpose." FEW staff member

The increased capacity of the organisation also allowed FEW to expand their outreach work via social media calls and existing grassroots networks enabling rural LBQ women to apply, join and form peer networks supported by law enforcement sensitisation. A key reason that they were successful is that rural women were willing to work with FEW on this intervention because they had a good existing relationship with them.

"I met FEW before the training and they came for community Pride in the Garden Route area in George and I was there. Before the Pride, they did a training for us on how to conduct a Pride. So, we had a training with FEW and we started knowing each other from there. And that's why they managed to contact us in terms of the leadership training and ask us if we would like to attend. So that's how I hear about the Women Inclusive Leadership Training Advocacy Program." WILAP participant

Outcome

Implementing these mechanisms within the context of FEW saw this outcome:

In 2023, FEW has been able to become more sustainable and access additional funding allowing the organisation to expand the reach of its leadership training into rural areas, leading to increased LBQ community voice and improved access to justice systems in rural communities.

This has also led to further changes:

- Rural participants now engage police and justice systems independently, with documented improvements in case reporting. Participants described gaining the "vocabulary" to articulate themselves in decision-making spaces and "standing up

for themselves" against injustice and a "pass the baton" culture emerged where WILAP graduates took tools (like safety planning and case monitoring) back to their communities to train others.

- Creation of local Pride events and provincial task team participation by trained LBQ leaders.
- Increased national recognition: submissions to UN mechanisms and regional collaborations (Namibia, Botswana, Kenya).

Reflecting on the CMO

The CMO highlights that the **context** of this change was one in which the organisation (FEW) was extremely vulnerable – minimal staff, weakened governance, and eroded donor trust – in a national environment marked by rising anti-gender sentiment and localised violence against queer people and in particular queer women. To address this, the organisation – with the support of the flexible core funding provided by the Baring Foundation – was able to bring in technical capacity to support fundraising efforts, pay staff and replace outdated infrastructure (**mechanism – resources**). This was effective as it created the space for the organisation to *think and plan* and rebuild trust at their own pace: both with respect to institutional redesign and the development of a clear strategy for expanding reach and renewed the credibility of the organisation with donors and also with partners in rural areas (**mechanism – reaction**). This strengthened the sustainability of FEW in terms of its governance, management systems and staffing and its ability to access additional funding, enabling the organisation to expand the reach of its leadership training into rural areas, leading to increased LBQ community voice and improved access to justice systems in rural communities.

Key learnings

Flexibility is catalytic: the Foundation's flexibility was effective because it aligned with an organisation that had social legitimacy. Unrestricted, trust-based funding enabled FEW to invest where it was most needed, rebuilding systems and leadership, rather than conforming to prescriptive budget lines.

"Flexible core funding is particularly important, as it enables us to respond to emerging needs, invest in organisational development, and strengthen internal systems that underpin our programs. Flexible support ensures that we can allocate resources where they are most needed to maximise effectiveness." Grantee partner survey

Internal restructuring is an enabler, not an endpoint: Governance reform amplified the credibility needed to attract external investment.

Grassroots connection sustains legitimacy: FEW's social networks and credibility in the movement in rural areas allowed rapid scaling up once internal systems were strengthened and resources had been mobilised. This meant that once capacity gaps were filled, community mobilisation was rapid and authentic.

The testimony from participants in the leadership programme shows that the pre-existing trust between FEW and communities was crucial, rural women participated because FEW already had presence, legitimacy, and a record of solidarity. The funding acted as an enabler, not an external imposition.

Linking structural capacity to programmatic outreach was key to ensuring that organisational strengthening translated into tangible community-level change.

“With the right strategic guidance, funding flexibility, and partnership opportunities, we can deepen our impact, reach more communities, and implement our five-year strategy more effectively.” **Grantee partner survey**

In conclusion

The case shows that Baring Foundation’s context-sensitive and flexible support played a pivotal role in FEW’s transformation from a fragile, under-resourced organisation to a restructured, regionally active LBQ rights organisation. The interactions of organisational capacity building, donor confidence, and community outreach mechanisms demonstrate how change is generated through interlinked systems, not single interventions.

FEW’s case illustrates that empowerment and sustainability emerge when trust-based funding meets intentional leadership and community-rooted practice, a dynamic interplay that yields both institutional resilience and amplified LBQ advocacy in some of Southern Africa’s most marginalised communities.

Initial Programme Theory (IPT)

IF

FEW strengthens its internal governance, management, and financial systems through targeted investment,
And the Baring Foundation provides flexible, capacity-focused funding; including for a dedicated fundraising consultant,
And FEW uses the consultant’s recommendations to improve its donor engagement and systems,
And FEW successfully leverages this to attract further donor support (e.g., Arcus, NDI), expanding financial stability and programmatic scope,
And FEW uses its grassroots networks and new funding to deliver inclusive leadership and advocacy programmes in rural areas...

THEN

FEW will become a more sustainable and credible organisation,
And FEW will be able to access additional funding and expand the reach of its programming leading to increased LBQ community voice and improved access to justice systems in rural communities.

BECAUSE

Rural LBQ women saw the opportunity to get more knowledge, access to LBQ-led networks and justice system knowledge which empowers them to report and pursue hate crime cases, engage officials, and advocate for change within their communities.

Appendix 8: Onward grantee suggestions for strengthening grantmaking

Onward grantee survey respondents offered constructive suggestions for strengthening the grantmaking process. Four themes emerged consistently.

Longer-term funding

- "Provide long term operational grants – one year is not effective. Allow us to plan beyond short project cycles, retain staff, and build more sustainable organisations."
- "Longer-term funding cycles would support sustainability, continuity of impact, and deeper community engagement."

Greater flexibility

- "Increase flexibility in how funds can be used, especially to allow for emerging priorities and community needs that may not have been anticipated at the proposal stage."
- "Increased flexibility in budget reallocation, allowing organisations to adapt to emerging needs without lengthy approval processes."

Simplified application processes

- "The application is a little complicated – simplify it to allow informal and new groups to benefit from grants."
- "Reduce the time taken to analyse and approve grant applications."

Closer relationships

- "Personalised meetings with grantees would strengthen the partnership."
- "Opportunities for grantees to collaborate and share best practices, and foster a sense of community among funded organisations."