

# Frequently Asked Questions (FAQ)

Thank you for your interest in the **Gender Fund Open Call** for country-level grants! The most important information about Our Open Call is provided [in this document](#). Before writing your [concept note](#), please be sure to review the [requirements](#) for the different grant types and our [scoring criteria](#). This Open Call seeks to advance specific objectives in a selected set of countries, and it is important to carefully ascertain whether this window will serve your priorities and interests before you take the time to prepare an application.

We also recommend that you review Co-Impact's [Handbook](#) for more information on who we are, our values, our approach to systems change, how we work, and how we hope to partner effectively with others. Our Handbook clarifies our point of view, serves as a helpful and transparent guide for prospective program partners, and provides guidance on the kind of initiatives we look to support.

Below, as an additional *informal* resource, we have compiled answers to some of the most frequently asked questions (FAQ) that we receive about our selection and grant-making process. We have structured the document into three sections: i) Focus areas and approaches; ii) Qualification and selection criteria; and iii) Application process. We expect to update this document as we receive additional questions so you may wish to revisit this page from time to time.

We expect to hold at least three public webinars to provide further clarification. Please [visit the webpage](#) for more information on webinar registrations.

The deadline to submit Concept Notes is 20th December 2021, at midnight – PST. If you're encountering technical difficulties, you may also e-mail them to [gfcountry@co-impact.org](mailto:gfcountry@co-impact.org)

## FOCUS AREAS AND APPROACHES

### Q. Please clarify what you mean by women-led?

- We are looking for organizations where:
  - Initiative leader is a woman
  - Majority of the senior leadership are women
  - The Governance Structure has significant or increasing proportion of women
- We also want to clarify that our intention is to fund at least 75% women-led so male-led organizations will also be eligible for Anchor and Domain grants.
- Catalytic grants are only for 100% women-led organizations.

### Q. Why does Co-Impact focus on systems as its north star? What do we need to address to transform systems?

There are many vital approaches to advancing gender equality. For Co-Impact, we focus on supporting partners to transform systems and contribute to impact at scale. Too many children go to school but do not learn, too many health systems are inaccessible to large proportions of the population. Women are excluded from leadership and exercising influence at all levels – from community to high level governance – undermining their ability to shape priorities, exercise agency and enforce accountability. Discrimination is not only exercised by biased individuals, but is also entrenched into the design of key institutions, policies, and mechanisms. Too often, systems produce poor and unequal outcomes because underlying social norms and narratives are biased against women and girls. They normalize discrimination, lower aspirations, and entrench the status quo, limiting progress towards gender equality.

To achieve large-scale, sustainable change for millions of people we *must shift the core public and market systems that determine how people can participate in, benefit from, and help shape how these systems are organized*. Transforming systems is not possible without meaningfully addressing barriers to women's leadership. All of this requires a focused effort on changing the policies, practices, incentives, motivations,

and decision-making processes that determine people's access, agency, and livelihoods. We support initiatives to examine and act on how policies and programs in education, health and economic opportunity are gendered – from how the problem is understood, to program design, how success is defined and measured, to how the effort is led and delivered. We also support initiatives to advance women's leadership at all levels in the system and put women and girls' power and agency at the center of the response. We are looking for efforts that challenge discriminatory social norms, and work with partners to ensure an intersectional gender lens across all aspects of their work including program design, research and learning and strategic advocacy.

While many development projects that work outside systems can at times be more innovative, free from impediments, and run faster, they rarely succeed at achieving sustainable scale, engendering deep ownership, or making changes that last beyond the project timeframe and funding. For us at Co-Impact, focusing on systems is fundamental to ensuring equitable and sustainable change for millions of people.

**Q. Would you consider submissions linked to other sectors (e.g., agriculture/ sanitation/ housing etc.)?**

We welcome submissions from all sectors as long as the focus is on making these systems effective, inclusive, and just to improve outcomes for women and girls. So, please demonstrate a link between your focus area and gender-equitable outcomes that we have listed.

**Q. Which forms of intersectionality are important to Co-Impact?**

In addition to gender inequality, we know there are other ways that inequality is exacerbated due to discrimination and exclusion based on race, caste, class, ethnicity, identity, and sexual orientation among other contextual factors. We recognize these will vary between different contexts and initiatives. We give priority to what you identify as being relevant to the context of your work and what you consider critical to your approach.

At a minimum, we require that all outcomes and reporting are disaggregated by sex. In addition, we encourage applicants to describe how you take an intersectional approach to all aspects of your work, from problem analysis to program design, to how success is defined and measured. Please refer to [Co-Impact's Approach to Gender Equality and Intersectionality](#).

**Q. How does Co-Impact define a feminist approach? /How do we (i.e., the applicant) know if our approach would be considered sufficiently 'feminist'?**

For us, a feminist approach is about analyzing and shifting power towards greater justice and inclusion. It centers the power, agency, and leadership of women and other marginalized groups in both the program approach and organizational set-up, values, and functions. Core values include equality, equity, justice, inclusion, intersectionality, and collaboration among others. The initiatives we support focus on identifying and challenging the root causes of systemic inequality and, through their work to advance health, education, and economic opportunity, simultaneously seek to dismantle existing power structures that subjugate and limit human rights and freedoms, for women and other disadvantaged groups.

**Q. To what extent do you go beyond or challenge binary (male / female) perceptions of gender? How does Co-Impact view gender non-binary and LGBTQIA+ people in its approach?**

We know that gender is a social construct, and that how gender, gender roles, and gender norms are understood will vary based on context. We rely on our existing and potential program partners to develop an appropriate response that incorporates the relevant elements of intersectionality based on the context. Co-Impact's position is that trans and non-binary rights are integral to gender equality, and we use the terms 'woman', 'women' and 'gender' throughout our work in the most inclusive sense of all women and girls.

Recognizing that discrimination against LGBTQIA+ and gender non-binary people is widespread, we support initiatives to be more inclusive in their own organizations and in their programmatic work and advocacy, including a focus on how to shift social norms. We have a shared commitment on principle and defer to you on the most appropriate approach and tactics, because you are best placed to determine how to advance this commitment in your specific contexts.

### Q. Is impact investing part of your strategy?

While we are certainly open to initiatives that include market systems and/or market-based solutions, we do not do impact investing.

## QUALIFICATION AND SELECTION CRITERIA

### Q. Can a multilateral organization (e.g., a UN agency) be the lead of a consortium?

Multilateral or international organizations may not be the lead organization. For the lead organization to qualify, you have to meet 2 out of the 3 criteria for Global South Rootedness:

- Global Head office and majority staff in the Global South country.
- Initiative and/or Organization's leadership and 50% senior leadership are based in/ from the Global South.
- Long-term presence in the country.
- Global South organizations may partner with multilateral or international organizations.
- We do look at where the decision-making is as our intention is to fund locally rooted, Global South organizations.

### Q. Can feminist and/or women's rights organizations, collectives, and/or women's networks apply?

Yes. We recognize and appreciate the critical role feminist movements and women's rights organizations play in challenging the status quo, shifting power, and addressing structural barriers to gender equality. We also understand these organizations often face challenges of not having adequate, long-term, and flexible resources, including core support for the organizations.

As part of the Gender Fund, Co-Impact has made a commitment that at least 10% of our funding will be directed to feminist movements and women's rights organizations (WROs). We reference the AWID Feminist Funding Ecosystem report for our definition of Feminist movements and WROs<sup>1</sup>:

- Work from feminist and/or women's rights perspectives.
- Are led by the people they serve.
- Have the promotion of women's, girls', trans and/or intersex.
- People's human rights as their primary mission, and not just as the focus of part of their programs.
- Push for structural change.
- Work on issues that are marginalized and/or contested.

---

1. See Batliwala, Srilatha. 2012. Changing Their World: Concepts and Practices of Women's Movements; and Mama Cash Criteria for Funding: <https://www.mamacash.org/en/en-what-wedo-and-do-not-fund>.

**Q. Will you fund initiatives that target Global South country/ies but whose leaders are based in the Global North?**

Co-Impact believes that long-term success and lasting results need deep contextual understanding/experience and commitment. That is why we look to local actors for leadership. Therefore, this grant window is not for initiatives that are conceived of and led by Global North leaders. Applicants must meet at least 2 of 3 Global South criteria listed below (*preference will be given to organizations that meet all 3 criteria*):

- Global Head Office and the majority of the Lead organization's total staff presence is in a Global South country
- Leader of the initiative<sup>2</sup>/lead organization and at least 50% of senior leadership are from the Global South
- Lead organization/initiative has long-term roots in the region, demonstrated by 10+ years working on strengthening systems in the country/region, long-term and substantial working partnerships with local actors, and a commitment to investing in local talent for leadership positions.

Global North-based organizations may be included in the proposal as a partner in the initiative but may not be the initiative's lead organization. We will closely examine such partnerships to determine genuine leadership from the Global South lead.

**Q. What qualifies as a track record when you say that, for an Anchor grant, an initiative must have impacted at least 10,000 persons in a significant way in the last year?**

Co-Impact will not fund brand new efforts or pilot programs for initiative to be considered for the Anchor grant. We are looking for initiatives that have already been achieving significant impact and give us confidence that they are poised for impact at scale. Specifically, we ask that the current work of at least one of the initiative's core partners should already be achieving the same or related improvements in the lives of at least 10,000 persons as the concept note proposes to achieve.

The total should be from the most recent year and, although it may be spread across multiple countries, Co-Impact will consider both breadth and depth in our assessment. The proposed initiative may build or expand upon the scope of existing work; it does not need to be exactly the same. Adopting and adapting an initiative from another geographic context is acceptable but will score lower than one which is already underway in the target context. In short, the greater the current track record, significance, scale, and effectiveness of the work and its outcomes, the higher the proposal will score.

Similarly, Co-Impact also considers the time period an organization has been working on an issue as an important element of track record. The minimum time periods are 5 years for Anchor grants, 3 years for Domain grants and 2 years for Catalytic grants. The objective is to determine long-term commitment to the cause and context that we consider to be critical for systemic and institutional change.

**Q. Can you clarify how the organization's budget level requirement for Anchor grant applies to a partnership/coalition of several organizations?**

Co-Impact welcomes partnerships/coalitions to apply, in which case only the lead organization needs to meet our qualifications for Anchor grant as laid out in the [Open Call document](#). Because we make relatively large Anchor grants, we expect organizations to have experience managing large budgets. Hence, only organizations with operating costs of US\$500,000 or more in the past financial year may apply as the lead organization; organizations may not combine the budgets of multiple partner organizations to meet this threshold.

---

2. Initiative refers to the systems/institutional change effort and the team of people who are working to carry it out. This may include single organization or multiple organizations working together. Lead Organization refers to the organization who is ultimately the primary accountable party for the proposed initiative.

## APPLICATION PROCESS

### Q. Are you encouraging country-specific grants over grants that cover a specific region?

- We are looking for initiatives that show a deep understanding of the problem and the context.
- Systems and institutional change work requires understanding the political economy context, power analysis, developing long-term relationships and bringing together a winning coalition and all of this requires deep work at the country level.
- So, we give preference to locally rooted organizations based in the countries where the initiative is proposed.
- We will consider multi-country and multi-regional initiatives as long as these criteria are met. Also, the initiatives proposed should focus in one or more of the countries in our list.

### Q. Does Co-Impact limit indirect costs within the budget?

- We do not set a fixed limit on indirect or overhead costs. (Except for universities, where the cap is 15%) We focus on the overall budget for the initiative and rely on the applicants to lay out the case for the different aspects of the budget, including organizational health and organizational strengthening needs.

### Q. What percentage of the requested fund should be the annual income of the organization?

- We do not have any prescribed percentage in relation to the annual income of the organization.
- We seek to understand the overall budget needed for the initiative (and proportion of Co-Impact funding towards that overall budget).
- We also aim to understand the financial capacity of the organization. Our requirements for minimum annual budget and financial audits are for Anchor grant type only.

### Q. Can matching funds be in-kind contributions (staff time and assets) or only cash?

- We tend not to think of 'matching funds' and our approach is to look at the overall budget required for the initiative and the different sources of funding - philanthropic and in-country public and private sources - for the initiative.
- You may count any resources -- including in-kind resources -- that can be used towards the initiative's budget.
- Please note that Co-Impact generally only funds a significant portion of your initiative budget, but not all of it. For example, for Anchor Grants we fund between 25-50% of the total initiative budget. So you will need to raise funds from other sources, but all the funding need not be in place in year one.

### Q. What are the minimum budgetary requirements across grant types?

- The budget requirements depend on the type of grant that your organization is applying for. Please see the qualification requirements by grant types.
- We have 3 grant types in this round of funding and the requirements vary. As the range of our Anchor grants is US\$5 to 20 million, our requirement for the Anchor grant is for the lead organization to have a budget of at least \$500,000 in the last financial year.
- For the other two grant types - Domain and Catalytic, we are open to understanding the organization's current financial capacity and we are committed to investing in organizational strengthening to help build that capacity over time.

**Q. Are social enterprises or for-profits eligible to apply?**

- Yes. We accept all types of organizations including social enterprises and for-profits. Please do note, our requirements for track record, and financial capacity by grant types.

**Q. Is it possible to apply by a newly registered organization?**

- We are looking to fund initiatives that are already underway – at different stages – and help them scale their impact. If your organization has been doing this work but recently registered, you may include that in the track record requirement.

**Q. Is there a limit to the number of applications an organization can submit? Can an organization submit 3 applications for catalytic grants? Can we submit the 3 concept notes within one application? Or does each concept note need a separate application?**

- There is no limit to the number of initiatives that an organization can submit. However, a few things to consider. We are looking to fund initiatives that the organization and its partners are committed to, i.e., initiatives that are the core focus of the organization, not just another project in their portfolio.
- In our experience, systems and institutional change is intensive and requires an organization-wide commitment at all levels within the organization, particularly at the leadership level.
- Please consider these factors and focus on the initiative you are most committed to.
- In terms of the application portal, you can only include one concept note per application.

**Q. Will organizations who operate through fiscal sponsors (who may be based in the Global North) be eligible for funding?**

- We would be open to funding fiscally sponsored organizations, however we would still assess the organization itself (and not the fiscal sponsor) against our criteria for Global South rootedness and women's leadership.

**Q. Can initiatives that apply for Domain grants focus on scholarships, skill-building, networking, fellowships, internships, and/or mentorships?**

Through the Domain grants, we seek to support initiatives that focus on institutional change that affects how women collectively enter, thrive, and rise to leadership positions within key institutions in law and economics. Applicants that clearly articulate institutional shifts will score higher. We are keen to understand your pathway to institutional change, i.e., addressing systemic barriers to benefit women collectively (rather than just individuals). We are flexible regarding the activities you will use to achieve these changes, except for scholarships, which we do not fund.

**Q. Can an organization submit multiple concept notes?**

Organizations may submit more than one concept note as long as they are for separate initiatives. Organizations may also appear in the concept notes of other organizations they partner with (for example, as the lead organization in one application and as a partner in another application).

**Q. Can applicants who submitted concept notes for previous rounds of Co-Impact re-apply in this round?**

Yes. Please review the purpose, qualifying requirements, and scoring criteria by grant types for a clearer understanding of the types of initiatives we will support.

#### Q. Can an organization submit the same concept note for multiple grant types?

Organizations may select more than one grant type as part of the application process. The application portal allows you to identify your primary and secondary preferences for the grant type selection. For instance, an organization may apply for a Catalytic grant as the primary preference and a Domain grant as the secondary preference. The Lead organization will have to meet the qualifying requirements of the grant types and align the purpose of the grant with the overall focus of the initiative.

Initiatives will be reviewed first as per the [selection criteria and scoring system](#) specific to the grant type stated as their primary preference, then consideration will be given to the secondary preference.

#### Q. Can a long-standing organization that has been working for several years apply for a Catalytic grant?

Yes. The purpose of Catalytic grants is to support promising initiatives that have the potential to scale and may be in an earlier stage of development. The Catalytic grant type is not intended to imply an earlier stage of the *organization*, and instead is meant to identify initiatives that would benefit from a longer runway i.e., more time and resources to develop their strategy and approaches. We understand that some organizations have not had adequate resources and/or support to invest in exploring and developing scale pathways, e.g., evidence generation, partnerships and coalitions, diversification across geographies, etc.

We also recognize that women-led organizations often have been particularly challenged with adequate resourcing and long-term, flexible support. As such, [100% of our Catalytic grants will go to women-led organizations in the Global South](#). Please do not apply for this grant category if you do not fit this criterion.

#### Q. Can we submit our application in languages other than English?

Our preference is to receive concept notes in English because that is the common language spoken across our team. However, we understand that some applicants may prefer to apply in other languages. Hence, we also accept concept notes in Bahasa, French, Portuguese, Spanish, and Tagalog. We will arrange to translate the concept notes at our end to allow for internal and external reviews.

If your concept note is selected to proceed further to the detailed proposal stage, where needed we will work with you on further translations and the due diligence process.

#### Q. Will you support work in countries other than your focus countries? Are you open to multi-country initiatives?

The initiatives proposed should focus in one or more of the countries listed here: India, Indonesia, Sri Lanka, the Philippines, South Africa, Kenya, Ghana, Senegal, Nigeria, Côte d'Ivoire, Brazil, Peru, and Mexico. We will consider regional initiatives with a presence in additional countries, provided that the bulk of the work is in one or more of the 13 focus countries listed above. Similarly, we may consider multi-regional initiatives i.e., spanning 2 or 3 regions as long as the bulk of the proposed initiative focuses on one or more of the 13 countries listed above.

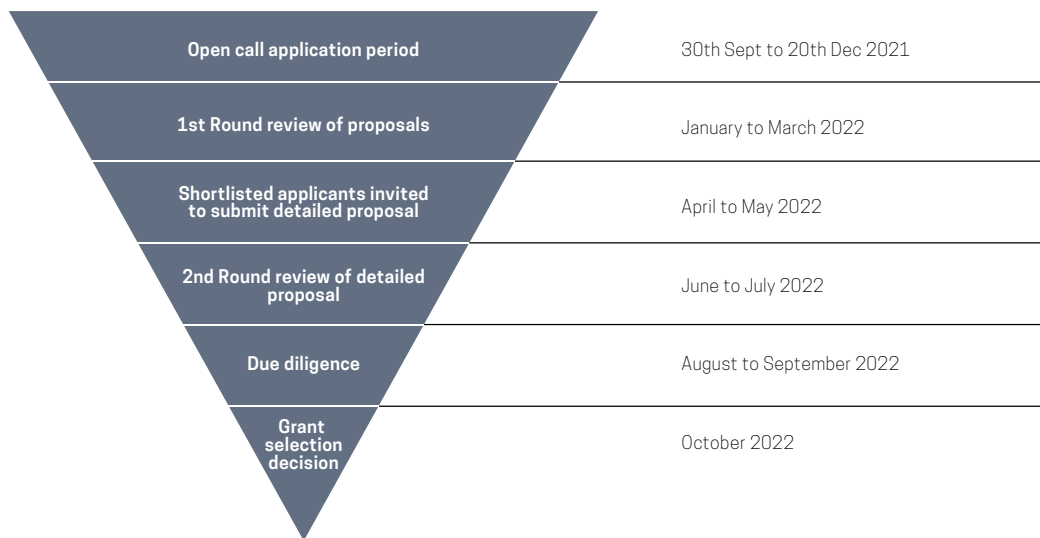
Please keep in mind that we are looking for initiatives that show a deep understanding of the problem as it manifests in the country context, with partnerships and coalitions in place, and organizations that bring a long commitment to the cause and the context. We will give preference to organizations that are locally rooted in the geography/ies where the initiative is proposed.

**Q. How long does it take from when we apply to your final selection decision?**

We have a two-step review process to make the final grant decisions, followed by a due diligence process. The first step involves receipt and review of the concept notes. Concept notes for initiatives that show potential (in terms of [our criteria](#)) will be longlisted, and those organizations will be invited to submit a fuller proposal (of 12-15 pages), with additional details of the initiative and the organization. The second round of review of the detailed proposals will result in a shortlist of initiatives that will go through the due diligence process, which will likely include site visits (virtual or in-person) with the initiative leadership, interviews with external stakeholders, and review of additional documentation. Final grant decisions will be made based on the overall review and diligence process.

The estimated timeline for each of these steps is presented below:

**REVIEW PROCESS - ANCHOR, DOMAIN, AND CATALYTIC GRANTS**



**Q. Can you elaborate on your review process?**

Our review process is designed to benefit from multiple perspectives. We recognize that those closest to the context are often best placed to assess the organization and the idea, and hence we will draw on local advisors to review applications. The review teams will comprise of internal and external reviewers who bring values alignment, contextual knowledge and lived experience. Importantly, we will seek to have the review team include significant representation from women and other historically disadvantaged groups. Having a diverse pool of reviewers across expertise, experience, and representation allows us to benefit from diverse and rich perspectives.

**Q. What is the difference between a Design Grant and the other grant types?**

Through this round, we are inviting applications for only three types of grants – Anchor, Domain and Catalytic; we do not ask for Design applications. The Anchor and Domain grant types will have an initial design grant *phase*. Co-Impact will award Design grants to organizations that best meet Gender Fund criteria and requirements for Anchor and Domain grants. (The design phase is built into the Catalytic Grant, as it is intended as a longer runway for organizations to develop their initiative strategy and plans.)

The Design phase is meant to help organizations advance, fully flesh out, and pressure-test their initiatives, while preparing a detailed prospectus for a multi-year grant. Another way to think about Design Grants is as a “year zero” grant preceding the Anchor/Domain grant. Each lead organization selected for a Design Grant typically receives up to US \$500,000 over a period of 6-10 months, as well as ongoing support from our team. The Design grant period is an opportunity for each initiative to articulate clear outcomes and pathways to change, strengthen key partnerships, address critical challenges, and strengthen their abilities



to raise resources. The Design grant process is intended to be helpful to the participating organizations in its own right, regardless of whether they receive a subsequent grant from Co-Impact. Not all Design Grant awardees will receive a subsequent multi-year Anchor or Domain grant.

**Q. Can you elaborate on what should be included in the concept note?**

The concept note template and probing questions for the different sections can be found in the [Open Call](#) and in the [concept note guidance](#). The same template can be used for the 3 grant types – Anchor, Domain, and Catalytic grants. We strongly recommend that you reference the grant purpose and our [Scoring criteria](#) to help you strengthen your application. The scope of the concept note should cover the full grant period, not on what might be accomplished during the preliminary Design Grant period (see above). The concept note may include reference footnotes, but please keep this brief.

You may also access the concept note template in the [online application portal](#) and upload the completed concept note. In the application portal, we have also included the template for the [Evidence one-page summary](#) that is required for Anchor grants and recommended for Domain and Catalytic grants. In addition, you have the option to upload a separate, entirely optional, one-page visual aid or graphic that might help us better understand your proposed approach (e.g., graphical representation of a system map, theory of change, core model, etc.).

**Q. Do you require budget information as part of the submission? Can you explain more about funding level limits?**

In the application portal, we ask for a rough estimate for the entire initiative as well as the requested support from Co-Impact. The overall initiative budget should estimate the full cost of the effort to bring about the proposed change. It should include all the direct and indirect costs related to the initiative, including salaries, travel, overhead, evaluation and learning, organizational strengthening, etc. Note for India-based organizations, limitations under the Foreign Contribution Regulation Act (FCRA) will apply to the administrative costs.

For Anchor and Domain grants, Co-Impact’s support is limited to 25-50% of the total philanthropic cost of the initiative. For example, this means that if the total philanthropic cost of your initiative over 5 years is USD \$12 million, Co-Impact would typically contribute USD \$3-6 million towards the effort. Our approach seeks to share our limited resources across a diversity of groups and help reduce an unhealthy reliance on a single funder. Moreover, we believe that complex systems/institutional change initiatives are stronger when more than one party supports them with resources. Buy-in across different funders provides assurance that the proposed idea is compelling across different funders and helps encourage broader ownership.

We make an exception to this requirement for Catalytic grants because the objective of this grant type is to support organizations to get their initiative to a stronger place to apply for longer-term grants. We encourage applicants to diversify their funding sources here too, but there is no fixed or maximum limit, the level of support for each potential grant is considered on a case-by-case basis.

**Q. Are Health/Education/Economic Opportunities outcomes that need to be demonstrated for a pre-Anchor Catalytic grant or are intermediate ones such as new norms that govern behaviors and outcomes sufficient?**

We recognize that initiatives applying for the Catalytic grant are in an earlier stage of the work and the duration of the grant – 3 to 4 years – may not be enough to achieve the people-level outcomes in health, education, and economic opportunity.

We are open to initiatives that make a compelling case for intermediate outcomes to the people-level outcomes and show the pathways to achieving those over time.

We are also keen to learn how the initiatives will work through the system to achieve these outcomes and what shifts in the system in irreversible ways.

## Q. What qualifies as evidence, and how does it differ by grant type?

We recognize different types of evidence can validate your core idea and how it will help achieve the envisioned outcomes, and that not the same level of evidence is available for all types of approaches. Therefore, evidence requirements vary by grant type.

**For Anchor grants**, we ask that you select at least one (and up to two) sources of evidence that suggests the fundamental idea at the core of your proposal is credible and will help achieve [envisaged outcomes](#). We ask that you use the [Evidence template](#) to provide an overview of your evidence and describe why this evidence gives you confidence in your approach.

Our goal is to gain confidence in your approach—and we ask that you provide the best material you have towards that end. Applicants that provide evidence that is directly applicable to your context and work will be scored higher in our [scoring criteria](#). Evidence that is methodologically strong, e.g., not anecdotal or based on testimonials alone, will score higher. We also value evidence that is produced by independent bodies. Evidence does not need to be published in an academic journal and does not need to show that the approach/model realizes systems-level change in order to qualify, but it does need to show that your initiative is based on a core idea that is proven to achieve the intended people-level outcomes.

Evidence of your model working in a similar effort in another country context is acceptable, even if it comes from work of others rather than your own.

Should your initiative be selected to move to subsequent rounds of diligence, you will be invited to share additional sources of evidence at that time.

For Domain and Catalytic grants, we understand that there may not yet be robust evidence available for your proposed approach. However, we do ask that you list 1-3 **sources of lessons, insights or knowledge** that underpin or support your model/approach. In other words, share with us what gives you confidence that your approach is likely to result in the outcomes you envision.

The sources of lessons can be internally or externally produced. Lessons of the model working in a similar effort in another country context is acceptable, even if it comes from others' work rather than your own. But of course, the more closely tied to your own work the lessons are, the better. We ask that you describe the source (e.g., internal study with constituents; journal article; etc.) and add 1-2 lines explaining why this is important to your initiative.

For ALL grant types, we **do not** consider the following as evidence:

- Documents describing only *process and activities*, so tracking *implementation* of an initiative, as opposed to *outcomes* achieved
- Letters of recommendation or endorsements of any kind, including Government support
- Letters stating the importance of the work/initiative proposed
- Current or past funder reviews of the organization
- Videos of the work