

## Guidance for Management Response to Evaluations

### Introduction

The purpose of this guidance on management response is to strengthen the use of evaluations by Laudes Foundation and its partners, fostering enhanced ownership towards accountable learning from results. It is a formal mechanism that helps ensure that evaluations are used, contributing to organizational effectiveness, learning for adaptation(s) and improvement.

A management response facilitates strategic involvement of Board of Directors, senior management and programme staff within the organisation on the evaluation findings and recommendations through a formal process that includes:

- Comprehensive consideration of the evaluation report and / or assessment;
- An understanding whether the management agrees, partially agrees or disagrees with the recommendations in the evaluation report and the reasons, thereof; and
- A written formulation of time-bound action-plans, and those responsible for ensuring their implementation.

Responses often require inputs related to financial, human resource, planning, implementation, partnership, advocacy, M&E, and communications actions, and should involve the appropriate managers/staff.

The publication of the Management Response along with the evaluation report on the organisation's website is important to demonstrate commitment to using evaluations to inform strategic and programmatic decision-making.

**Management response to the Partner Perception Report 2022**

In June 2022, Laudes Foundation commissioned the Centre for Effective Philanthropy (CEP) to survey its partners on how Laudes Foundation is performing as a partner and funder.

This is the first time Laudes Foundation commissioned a Partner Perception Report (PPR), although the foundation’s predecessor C&A Foundation commissioned a PPR in 2016 and 2019. The results from those previous surveys are included in the report for illustrative purposes only and do not represent a baseline or internal comparison group.

Sixty-eight percent of the foundation’s partners responded to the survey. While the results are encouraging with regard to field leadership and improved impact and understanding of partner organisations through good relationship building, large multiyear grants and non-monetary support *inter alia*. Still, there are areas for improvement including communication, grant processes and reporting, and further embedding systemic approaches to measuring systems change (rubrics).

This document outlines the specific actions to be taken by the foundation as a result of CEP’s recommendations.

**Recommendations and Action Plan**

Recommendation	Response: (Accepted, Partially Accepted, Not accepted; ) <sup>1</sup>	Action Planned	Expected Completion Date

<sup>1</sup> The options for response are: • Accepted, meaning Fully Accepted: the organisation thinks that this recommendation should be completely implemented, and the response should show how and by when that is to be done. • Partially Accepted: the organisation thinks part of the recommendation is in error or not applicable and will not be responding to it, but accepts and will take action for the other part. Note that the reason for a partial acceptance must be given. • Not Accepted: the organisation thinks the recommendation is based on inaccurate findings or does not address the findings in the appropriate way. The reason for non-acceptance must be stated.

<p><b>Recommendation 1.</b></p>			
<p><b>Celebrate, maintain and continue to build on the aspects of the Laudes Foundation approach – for instance, high-engagement relationships and meaningful non-monetary support – that have contributed to high-quality interactions and strong perceptions of Laudes’ understanding of partners’ fields, organisations, and challenges.</b></p> <ul style="list-style-type: none"> <li>• <b>Seek to leverage that high-touch approach to link the foundation’s funding priorities to its broader vision for changing in partners’ field. For example, consider ways to highlight how partners’ individual work contributes to its overall impact or how the foundation uses what it hears from partners about beneficiary needs to inform its work and approach.</b></li> </ul>	<p><b>Accepted</b></p>	<p>We will continue to strive to foster trusting and constructive relationships with partners based on improved understanding of context, and support for their organisations in way that are relevant to them.</p> <p><b>The foundation will through its programmatic and enabling teams:</b></p> <ol style="list-style-type: none"> <li>1) Ensure that Programme Managers are having 6 monthly ‘check-ins’ with partners to learn and where necessary problem solve together. These check-ins will be verbal only.</li> </ol> <p>Where possible, we will coordinate and share these calls with other co-funders to lessen the ‘informal’ reporting work on partners.</p> <p>All formal half-yearly reporting is abolished, and replaced with a learning report submitted once per year.</p> <ol style="list-style-type: none"> <li>2) Continue to improve the depth and scale of non-monetary assistance provided to partners through the Non-Profit Builder. To this end, we are already conducting a review of the Non-Profit Builder effectiveness (to be completed by Q3 23) which will deliver further improvements.</li> <li>3) Work constructively with partners to identify and distil progress being made to address system-wide challenges. This will include focusing improving collection of impact stories and joint-external communications.</li> </ol>	<p><b>Through 2023</b></p>

<b>Recommendation 2.</b>			
<p><b>Seek opportunities to improve the clarity and consistency of the Foundation’s communications about its goals and strategy.</b></p> <ul style="list-style-type: none"> <li>• <b>Continue to prioritize discussions with partners about plans for how they will assess their work and use these moments, and other touchpoints, to reinforce the Foundation’s goals, and strategy and connect those goals to the funded work.</b></li> </ul>	<b>Accepted</b>	<p>We recognise that communication to and with our partners has clear room for improvement on strategy(-ies) and adaptations / updates, including where necessary relating it to the local contexts of our partners.</p> <p><b>The foundation will through its programmatic and enabling teams:</b></p> <ol style="list-style-type: none"> <li>1) Use forthcoming events with partners (including the all-partner meeting) to further clarify where and how improvements can be made in our strategy communication.</li> <li>2) Explore improvements in communications, including:           <ol style="list-style-type: none"> <li>a. Through written and video media on the website;</li> <li>b. By regularly updating the partner portal; and</li> <li>c. Through communications between programmatic staff and partner taking into account local context.</li> </ol> </li> </ol> <p>These actions will ensure that partners are fully aware of the strategy and any changes, and adaptations.</p>	<b>Through 2023</b>
<b>Recommendation 3.</b>			
<p><b>While maintaining aspects of the selection process that partners find helpful and that strengthen their work, consider if there are parts of the Foundation’s grant-making</b></p>	<b>Accepted</b>	<p>We will continue to refine and simplify our end to end grant-making processes and measurement, and learning with and for our partners.</p>	<b>Through 2023 and 2024</b>

<p><b>process that could be streamlined or clarified for partners as they move through each stage.</b></p> <ul style="list-style-type: none"> <li>• <b>In line with Laudes’ learning approach, remain cognizant of aspects of the process that may not lead to added value to the Foundation and staff and are time-consuming for partners.</b></li> <li>• <b>Identify opportunities to continue to support and shepherd partners through the ongoing shift towards rubrics-based measurement—with particular attention to clarifying aspects of the process, timeline, and requirements. It is particularly important here to also reflect on how to minimize pressure on partners for changing their priorities in order to “fit” in Laudes’ frameworks.</b></li> <li>• <b>Recognize differences in experience between partners receiving \$500K or less and explore opportunities to right-size requirements to better align time partners are spending with the smaller grants some receive.</b></li> </ul>		<p>We also understand that the switch from; narrow, linear and project-focused measurement and reporting focused on KPIs to; rubrics that place emphasis on understanding contribution to and context of systems change using mixed qual-quant evidence requires capacity development for some of our partners.</p> <p><b>The foundation will through its programmatic and enabling teams:</b></p> <ol style="list-style-type: none"> <li>1) Reaffirm our commitment to reduce and right-size ‘check-ins’ we will seek to maximise learning opportunities for programme staff and partners (see also response to Recommendation 1)</li> <li>2) Through 2023 and 2024 we will provide opportunities for partners to build their capacity in measuring their contributions to systems change using rubric-based frameworks. We will:       <ol style="list-style-type: none"> <li>a. Provide a series of partner ‘open door’ workshops to share good practice examples, provide ‘tips’ on using rubrics, and to answer questions;</li> <li>b. Improve communication through various media (e.g., written and / or video) ‘rubric how to’s’ available on the partner portal.</li> </ol> </li> <li>3) In addition, to the changes outlined above to reporting periodicities for all grants, we will continue to explore making changes in the application of rubrics to smaller grants (between 100K and 250K) including those with short implementation periods</li> </ol>	
---	--	---	--

		4) In 2023 and 2024, we will continue to test approaches to simplify the grant application process. For example, for our Partner Learning Fund, we intend to test video-based proposals.	
<b>Recommendation 4.</b>			
<b>Consider holding an internal reflection process on the Foundations’ role and commitment in combatting racism and how this commitment is manifested through its work and relationships with partners.</b>	<b>Accepted</b>	<p>We recognise the urgency to combat racism and see anti-racism as a core part of a broader work to deepen our commitments to diversity, equity and inclusion (DEI), internally, as well as, externally through our work with our partners to integrate gender, equity and social inclusion (GESI) into their initiatives.</p> <p><b>The foundation, through all teams, will work to strengthen DEI within the organisation by:</b></p> <ol style="list-style-type: none"> <li>1) Taking additional steps to further embed DEI in our workplace culture through the formation of a DEI working group with representatives at Laudes and our sister philanthropic organisations. This working group will:           <ol style="list-style-type: none"> <li>a. Review internal DEI efforts to date and design a process for a stronger, more coherent strategy;</li> <li>b. Ensure a robust series of activities and actions are taken to drive DEI forward and hold the organisation(s) accountable;</li> <li>c. Act as champions to promote DEI within Laudes Foundation and its sister philanthropies.</li> </ol> </li> <li>2) Having our DEI efforts work in tandem with our external facing mission to fight inequality by strengthening GESI in our programmes. We will ensure that our partners are made</li> </ol>	<b>Through 2023 and ongoing</b>

		<p>aware of our internal DEI journey through updates on the partner portal, so we can hold ourselves accountable to them.</p> <p><b>The foundation, through all teams, will continue to strengthen our external GESI work internally and with partners. This will include:</b></p> <ol style="list-style-type: none"> <li>1) Continuing to strengthen staff and partner capacity on GESI       <ol style="list-style-type: none"> <li>a. Provide bespoke, demand-driven learning opportunities for staff (all levels) and partners;</li> <li>b. Adopt a strong GESI 'lens' when co-creating initiatives with partners to ensure initiatives are 'GESI conscious' and moving towards 'GESI transformative'</li> <li>c. Review any gaps with enabling functions and ensure GESI is fully embedded in these teams to further support programmes and strategy.</li> <li>d. Continue to place a strong emphasis in assessing GESI through the ongoing developmental evaluation of the foundation strategy and other assessments.</li> </ol> </li> </ol>	
--	--	--	--