Integrating evaluation tools into the grantmaking process: lessons learned



American Evaluation Association Conference October 2014

Where we started



In 2013, we assessed Global Fund's learning and evaluation capacity

Strengths	Needs
 Conducted 12 in-depth evaluations in the past decade. 	 A greater understanding of what we have achieved in an ongoing basis
 Comprehensive database that contains information about every grant we made since 	 Balance internal learning needs and donor requirements
1987 (>4,600).	 More efficient and effective use of qualitative and quantitative data

Our big plan



We identified three learning and evaluation goals:

- Global Fund for Women: To understand and improve the impact and effectiveness of our work
- Grantees and Advisors: To advance the work of our grantees by sharing successes and challenges and supporting their learning and evaluation capacity
- Donors: To strengthen our reporting and to share lessons learned



We developed an learning, evaluation and impact framework grounded in our theory of change

Vision: Global Fund for Women works to create a just, equitable and sustainable world in which women and girls have resources, voice, choice and opportunities to realize their human rights.

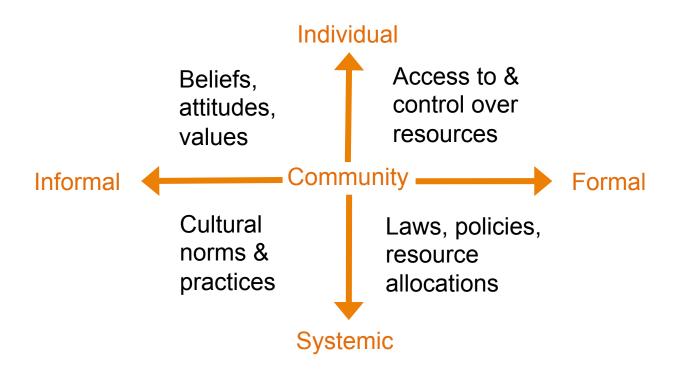


Indicators: stronger women's rights groups and movements

Organizational capacity	Movement building
1. Planning	1. Base building
2. Fundraising/resource mobilization	2. Leadership
3. Governance structure	3. Political agenda
4. Staffing	4. Alliance
5. Financial management	5. Use of multiple strategies
6. Monitoring, learning, and	
evaluation	
7. Marketing/communication	
8. Community outreach and	
networking	
9. Program delivery	
10.Systems	
	Global Fund for Wome

We use the Change Matrix as an analytical framework to capture changes

Originally developed by Aruna Rao and David Kelleher at Gender at Work (2002) and adapted by Srilatha Batliwala (2008), the Change Matrix identifies four domains in which gender power structures operate.



Indicators: transformational shifts in power

Zero Violence

Economic & Political Empowerment

SRHR

Awareness and agency

- # of girls and women increase their awareness and sense of entitlement for women's human rights (personal freedoms, individual liberties, and choices)
- # of girls and women become actively engaged in ending GBV

Access to resources, services, and power

- # and % of GBV survivors receiving high quality services they need
- # and % of trained personnel handle GBV cases
- # of women's human rights defenders receive services and resources they need
- # and scale of community based structures to prevent GBV
- # of women participate in decisions of peace, war, security, conflict-prevention/resolution, and nationbuilding

Social norms and practices

- Increased support in target population for women's decision-making and agency
- Decreased acceptance of violence against marginalized groups
- Increased awareness and support in target population for enforcing existing GVB laws
- Increased support in target population for ending GBV

Policies and laws

- # of policies or laws adopted/strengthened/ maintained to prevent and prosecute GBV at local, national, inter-regional level (e.g., domestic violence, rape, sexual harassment)
- Increased state commitment to end impunity on GBV (e.g., recognize violence that occurred in the past and present, prosecute perpetrators, provide healing to the affected communities, creating transitional justice mechanisms for GBV survivors)

We plan to integrate the Change Matrix into the grantmaking process

Due diligence Beginning of a grant Final reports Share findings

Use outcome indicators to map the types of change for each proposal

Work with grantees to select outcome indicators

Grantees report on their selected indicators

Share lessons learned by theme and region

Before we launch the indicators, we piloted them with grants made in FY 2012-3013.

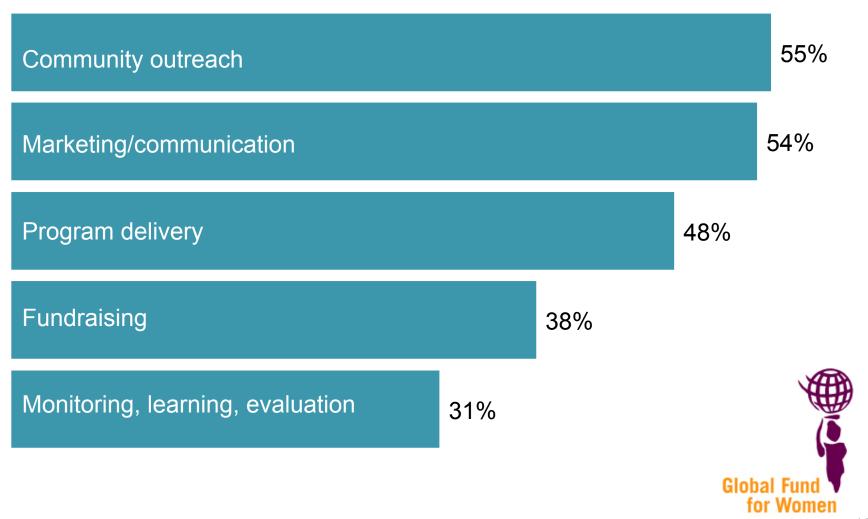


Of the 324 grants analyzed (representing 81% of general support grants)...

85% Strengthened organizational capacity
83% Contributed to movement building
Reported progress in promoting economic and political empowerment
Reported progress in advancing sexual and reproductive health and rights

59% Reported progress in ending gender-based violence

85% strengthened organizational capacity



83% contributed to movement building

Increased collaboration among women's rights organizations

52%

A stronger and more sustained base

44%

Larger cadre of young women leaders

39%

Increased engagement and support from social justice groups

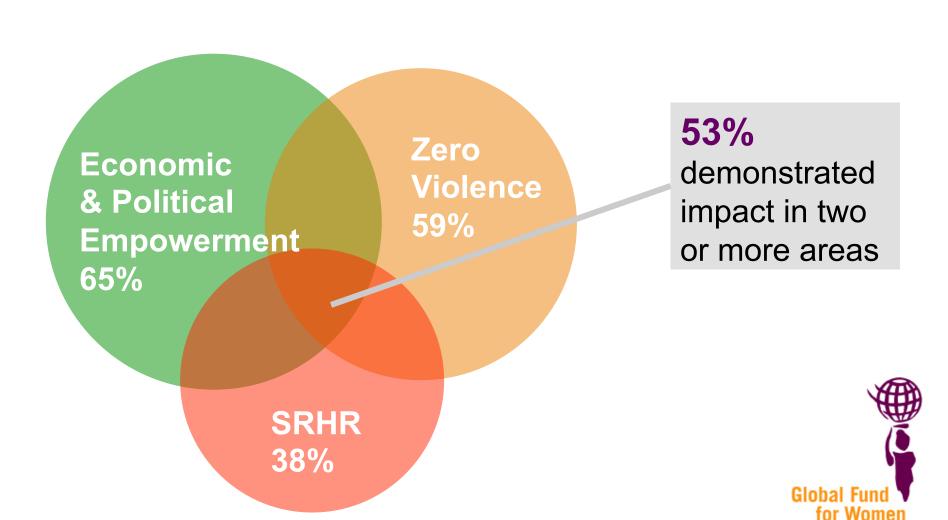
29%

Increase in coordinated activities on women's rights agenda, 27%

27%



Grantees use a holistic approach to promote women's human rights



Grantees use a holistic approach to promote women's human rights

79%
made shifts in two or more areas of the change matrix

Informal

Increased awareness, agency among women and girls

83%

Increased access to resources, services, power

78%

Formal

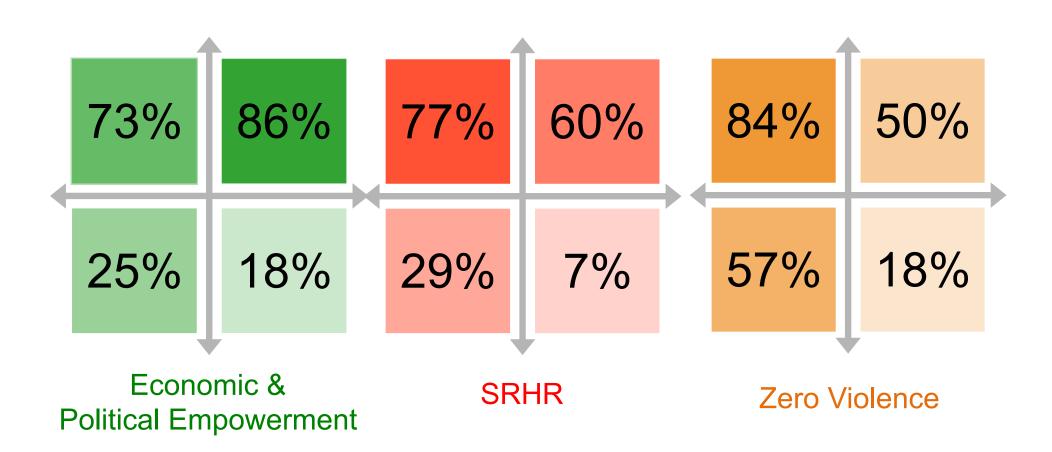
50%

Reported changes in social norms and practices

21%

Reported influencing policies and laws

Grantees use a holistic approach to promote women's human rights



Grantee example: Voices of Somaliland Minority Women Organization

Zero Violence

Economic & Political Empowerment

SRHR

Awareness and agency

- 300+ women and girls increased their awareness of women's human rights and against FGM/C
- 20 women and girls now act as agents of change in the community to end FGM/C

Access to resources, services, and power

 Provide skills training to women who conduct FGM/C practices so they have alternative job options

Social norms and practices

- Increased support among parents, police, influential community members and CSOs for ending FGM/C through community workshops
- Released media campaigns against FGM/C practices, including TV programs and articles in the local newspapers.
- Engaged religious leaders to speak out against FGM/C and influence the community

Policies and laws

 Worked with the Ministry of Social Affairs to develop a National FGM Policy and Disciplinary measurement. Policy passed by the cabinet and disseminated throughout the country for implementation.

Grantee example: The Nice Foundation, Nepal

Zero Violence

Economic & Political Empowerment

SRHR

Awareness and agency

 Women and girls, especially those from the Kawra minority group, increased awareness of economic independence, political leadership, as well as women's human rights, including reproductive rights and services

Access to resources, services, and power

- Women from the Kawra minority increased (1) control and access to productive assets and economic decision-making; and (2) engagement in civic and political processes
- One of the women community leaders decided to run for local office after receiving trainings and participating in social reform activities

Social norms and practices

Policies and laws

 Organized the community and advocated for laws that strengthen women's access to resources and treat women as equal citizens. A law on the Right to Information was passed and a policy protecting the minority Kawra women to rear livestock was strengthened.

Grantee example: Fundación Desafío, Ecuador

Zero Violence

Economic & Political Empowerment

SRHR

Awareness and agency

- More girls and women increased their awareness and sense of entitlement to reproductive services and rights
- More girls and women became active in protecting women's rights to reproductive choices and services

Access to resources, services, and power

- More women and girls received SRHR services and products, including emergency contraceptive treatments; introduced misoprostol and a standard protocol of use to its network of service providers
- More girls and women gained SRHR knowledge, particularly on abortion and where it is still legal

Social norms and practices

- Increased support in Ecuador for women's decision-making and agency on reproductive choices and services through a national campaign, In Defense of Sexual and Reproductive Rights
- Increased support in Colombia for enforcing existing policies and laws on SRHR through videos and public campaigns on decriminalizing abortion for rape and health of women.

Policies and laws

 As a result of the campaign, In Defense of Sexual and Reproductive rights, the current National Assembly of Ecuador is developing a new code to decriminalize abortion in the case of rape

Key lessons learned



Key learnings

- 1. The Change Matrix is not an easy concept. Technical assistance is needed to help organization understand how to use it for evaluation purposes.
- 2. The outcome indicators are useful for analysis, but can be too burdensome for our staff and our grantee partners without additional resources and capacities.
- 3. Providing resources to support grantees' evaluation capacity building is critically needed.
- 4. Current LEI framework only captures Global Fund outcomes through core support grants

Next steps

- 1. Create an online video to explain the Change Matrix
- 2. Revise indicators and final report questions
- 3. Training for staff
- 4. Form regional LEI support teams to provide ongoing support on the ground
- 5. Expand LEI framework to track and measure GFW contribution beyond grantmaking



Questions?

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