

# Integrating evaluation tools into the grantmaking process: lessons learned



**Global Fund  
for Women**

American Evaluation Association Conference  
October 2014

# Where we started



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

Strengths	Needs
<ul style="list-style-type: none"><li>Conducted 12 in-depth evaluations in the past decade.</li><li>Comprehensive database that contains information about every grant we made since 1987 (&gt;4,600).</li></ul>	<ul style="list-style-type: none"><li>A greater understanding of what we have achieved in an ongoing basis</li><li>Balance internal learning needs and donor requirements</li><li>More efficient and effective use of qualitative and quantitative data</li></ul>



# Our big plan



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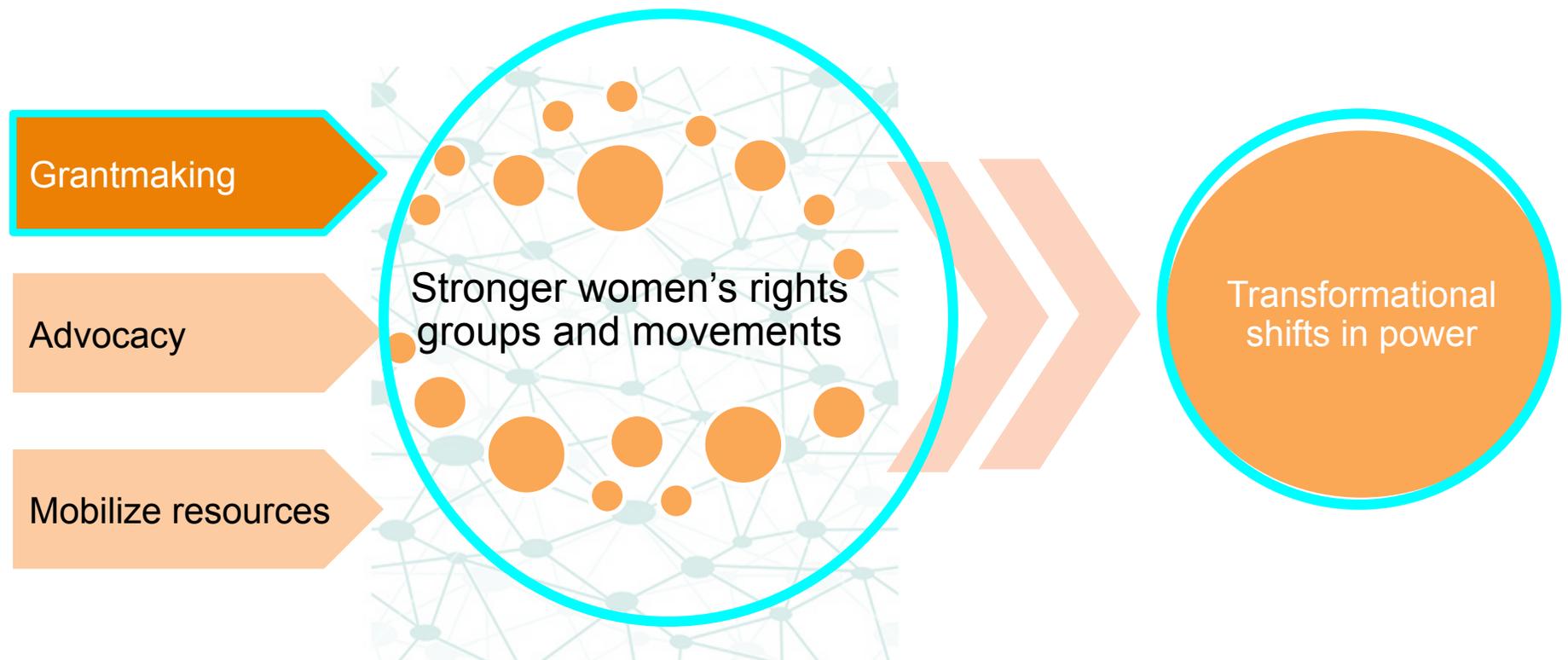
## We identified three learning and evaluation goals:

- **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.



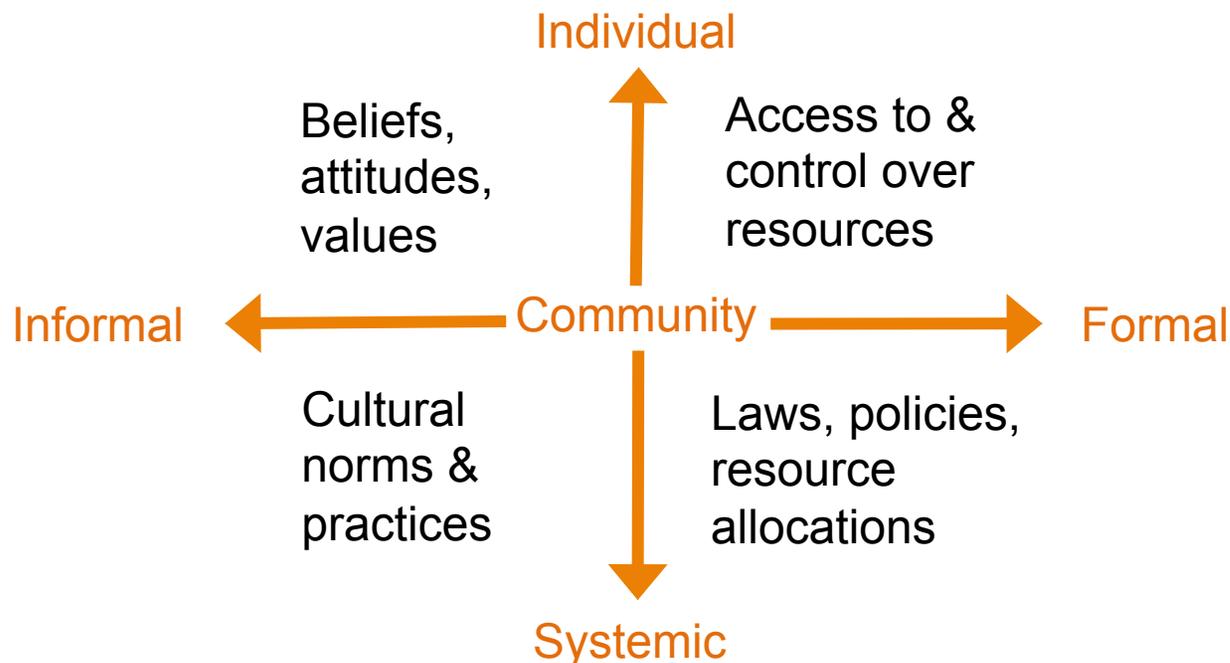
# Indicators: stronger women's rights groups and movements

Organizational capacity	Movement building
<ol style="list-style-type: none"><li>1. Planning</li><li>2. Fundraising/resource mobilization</li><li>3. Governance structure</li><li>4. Staffing</li><li>5. Financial management</li><li>6. Monitoring, learning, and evaluation</li><li>7. Marketing/communication</li><li>8. Community outreach and networking</li><li>9. Program delivery</li><li>10. Systems</li></ol>	<ol style="list-style-type: none"><li>1. Base building</li><li>2. Leadership</li><li>3. Political agenda</li><li>4. Alliance</li><li>5. Use of multiple strategies</li></ol>

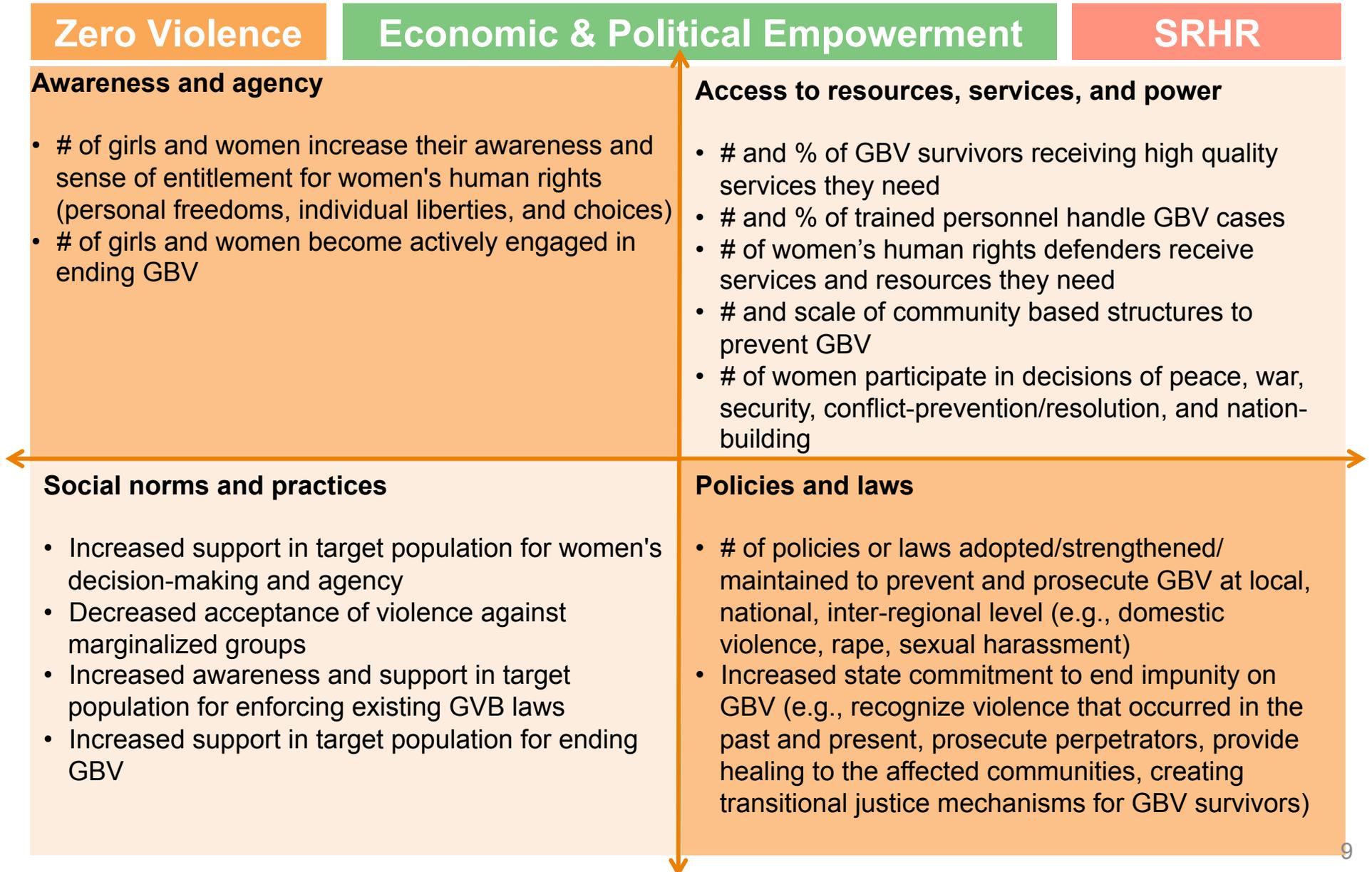


# We use the Change Matrix as an analytical framework to capture changes

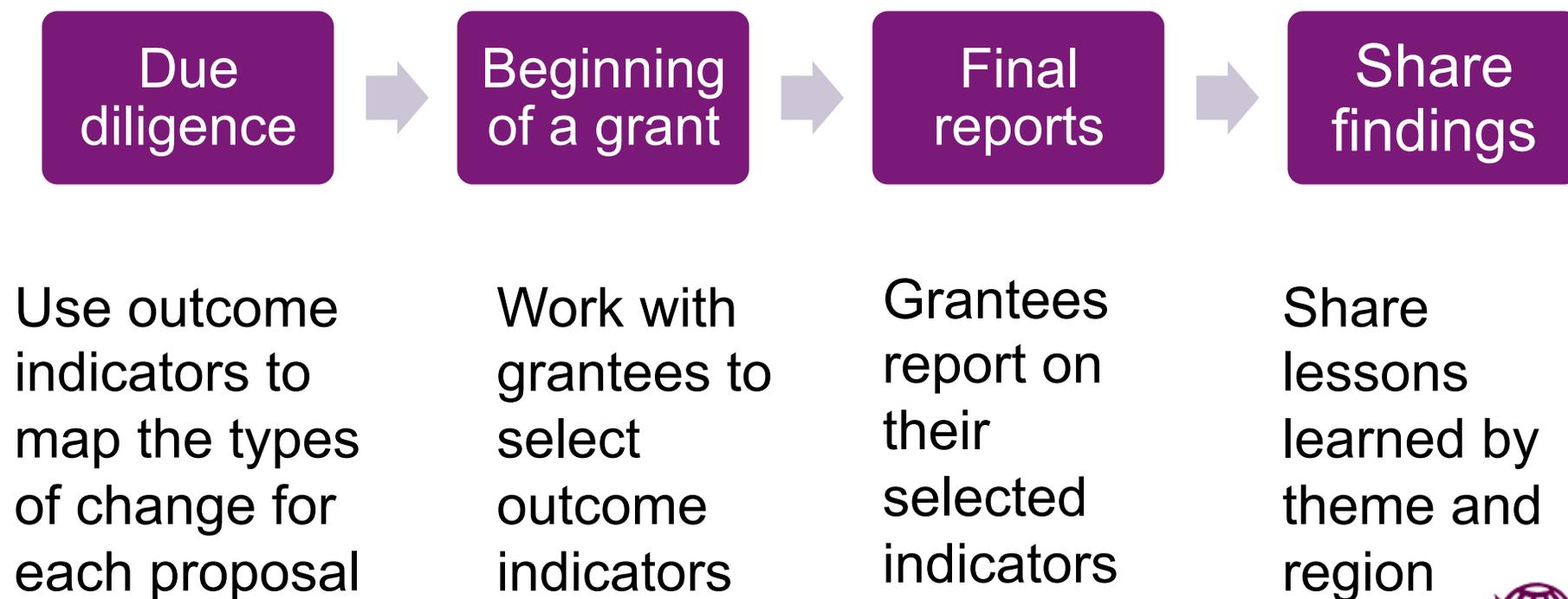
*Originally developed by Aruna Rao and David Kelleher at Gender at Work (2002) and adapted by Srilatha Batliwala (2008), the Change Matrix identifies four domains in which gender power structures operate.*



# Indicators: transformational shifts in power



# We plan to integrate the Change Matrix into the grantmaking process



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



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

**85%** Strengthened organizational capacity

**83%** Contributed to movement building

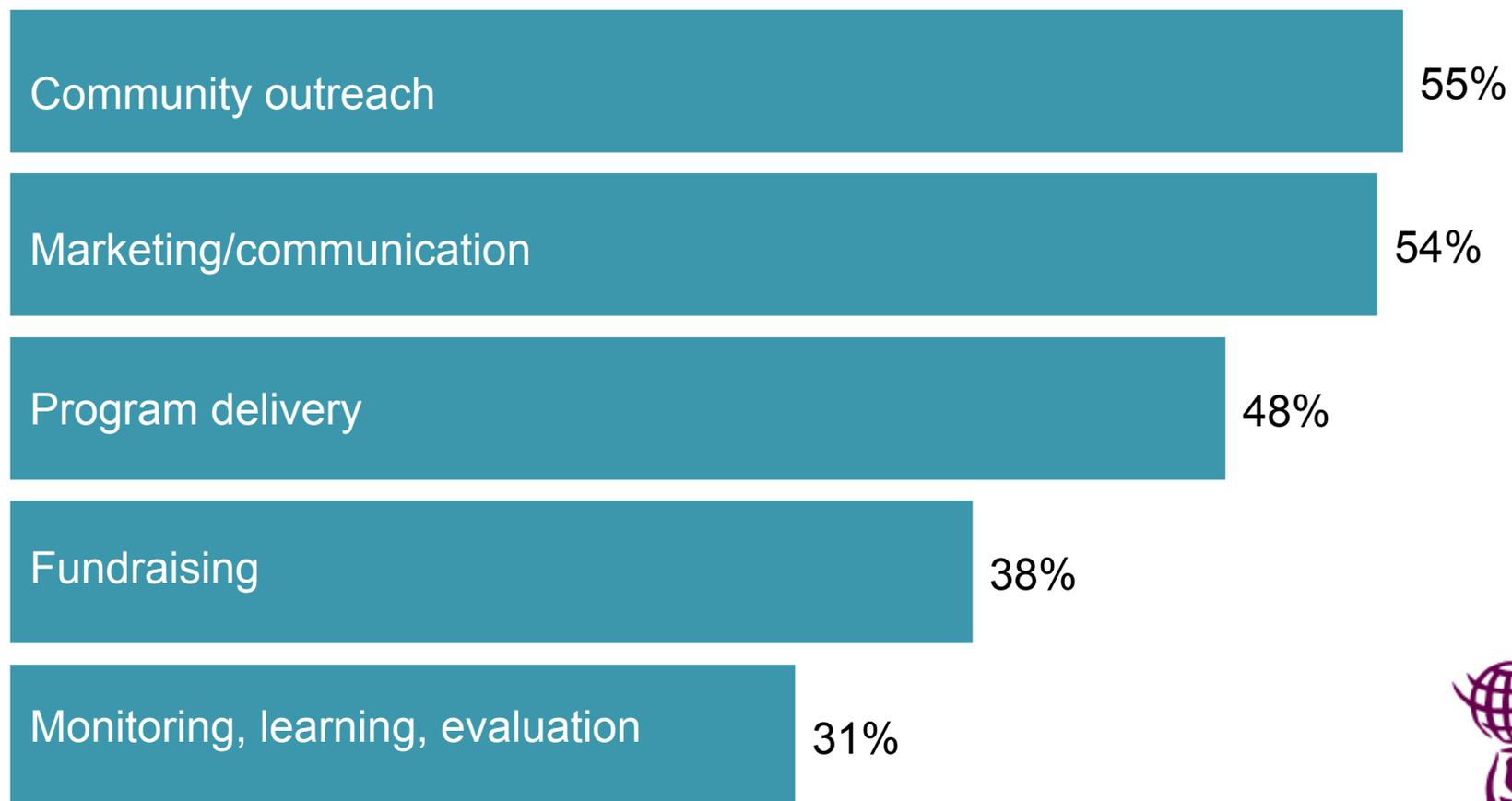
**65%** Reported progress in promoting economic and political empowerment

**38%** Reported progress in advancing sexual and reproductive health and rights

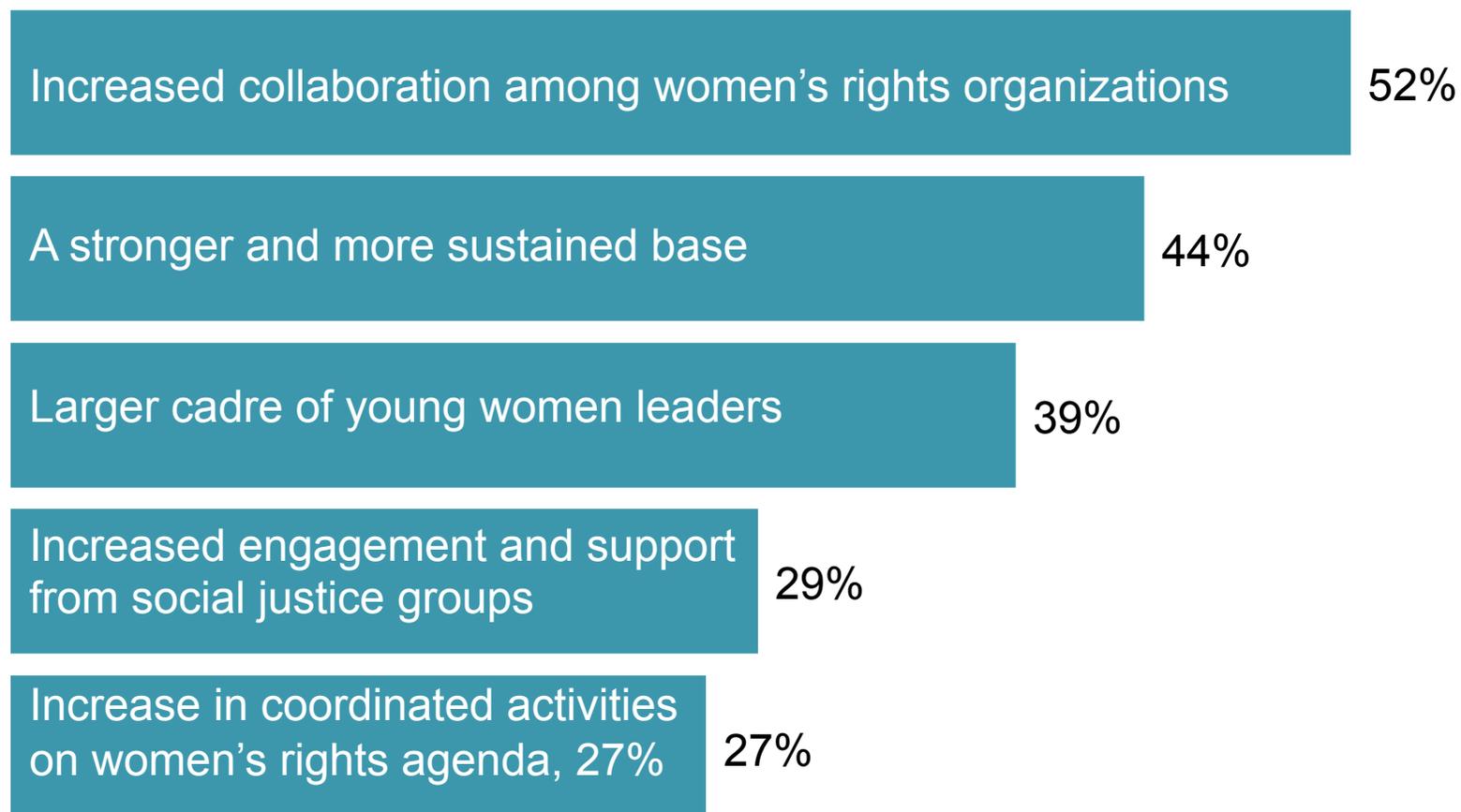
**59%** Reported progress in ending gender-based violence



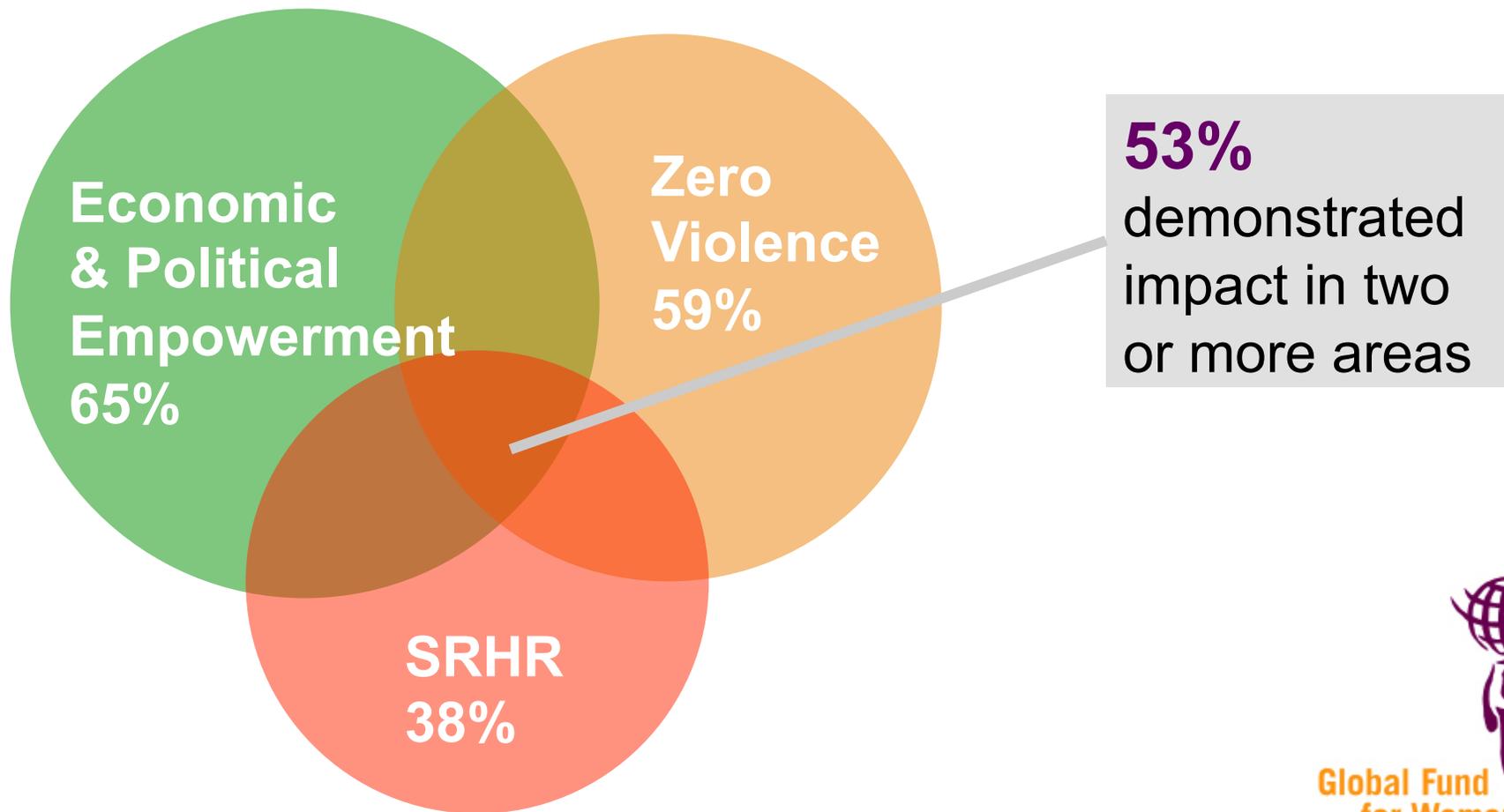
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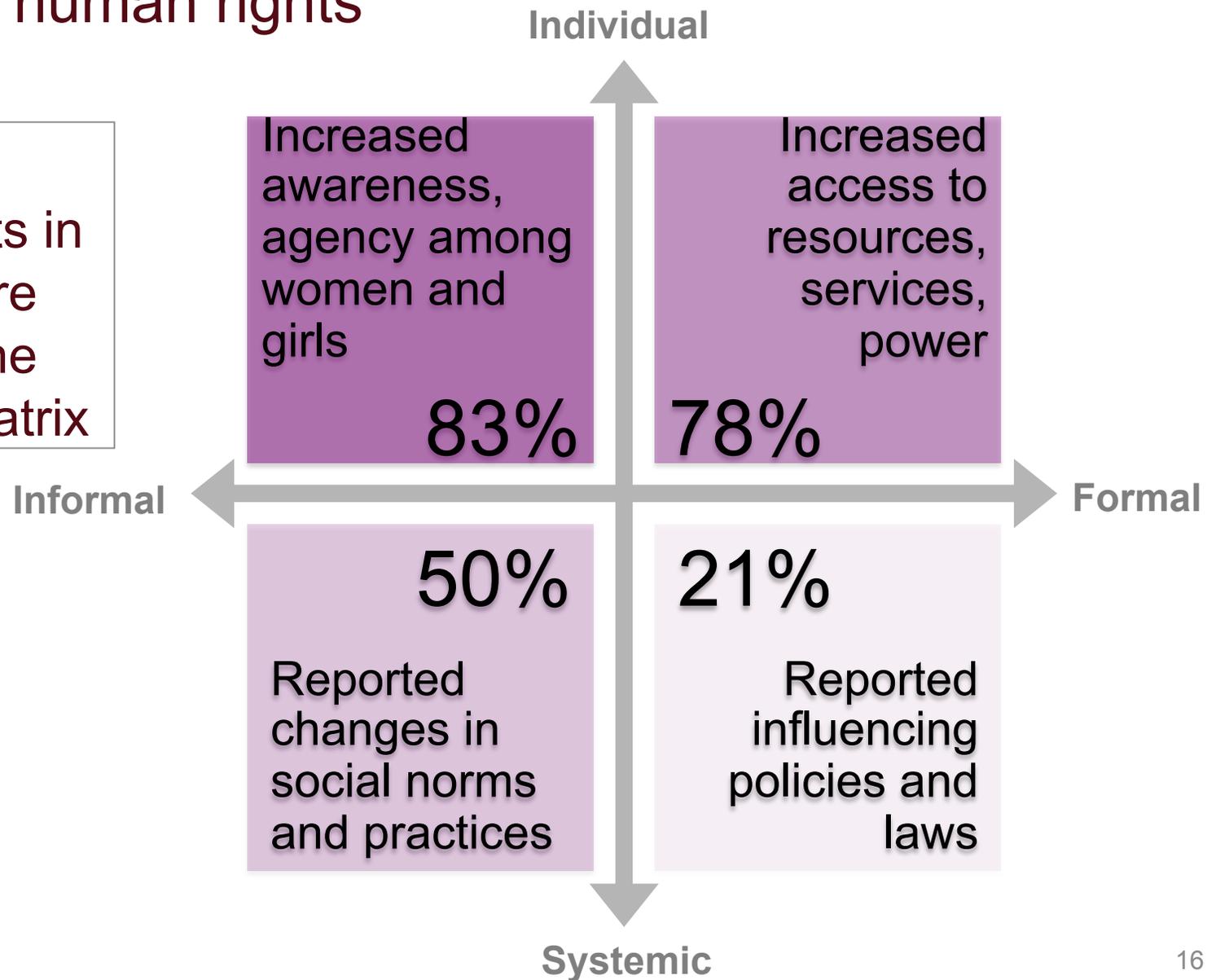


# Grantees use a holistic approach to promote women's human rights

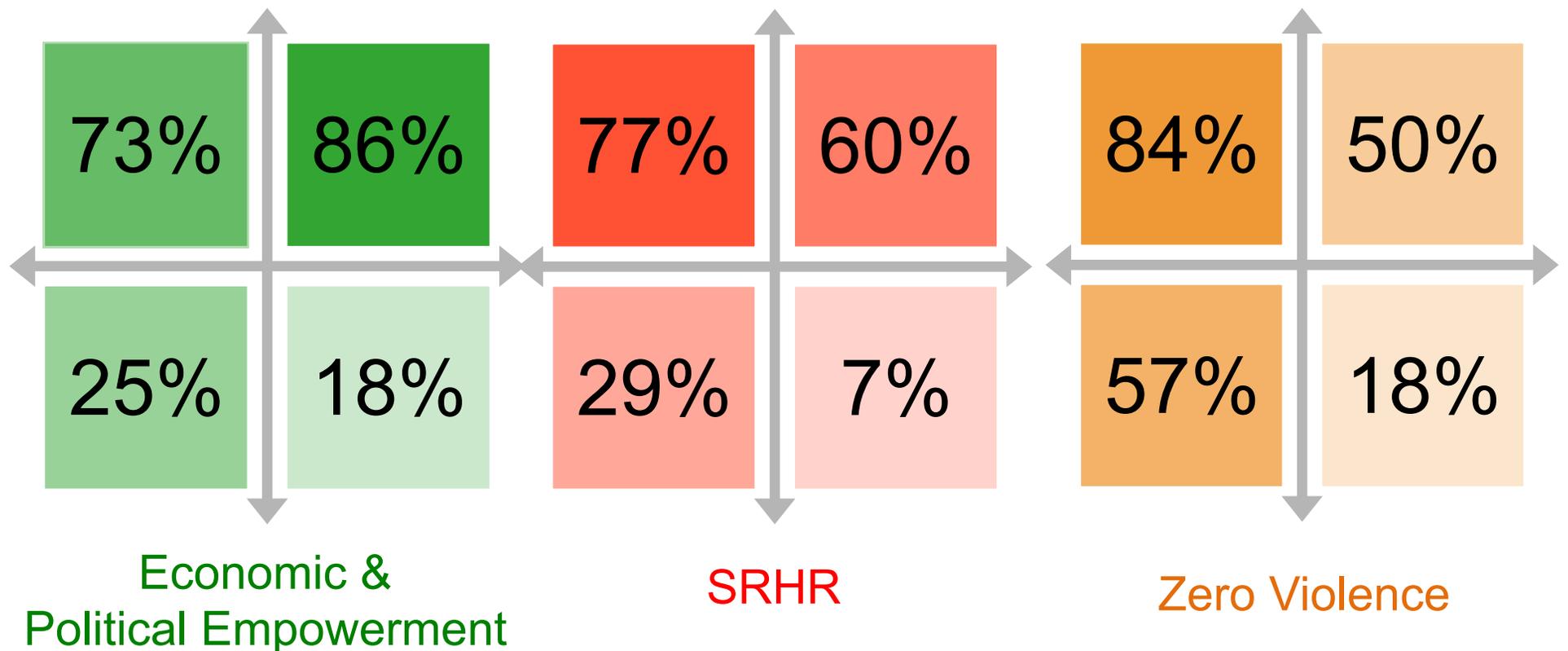


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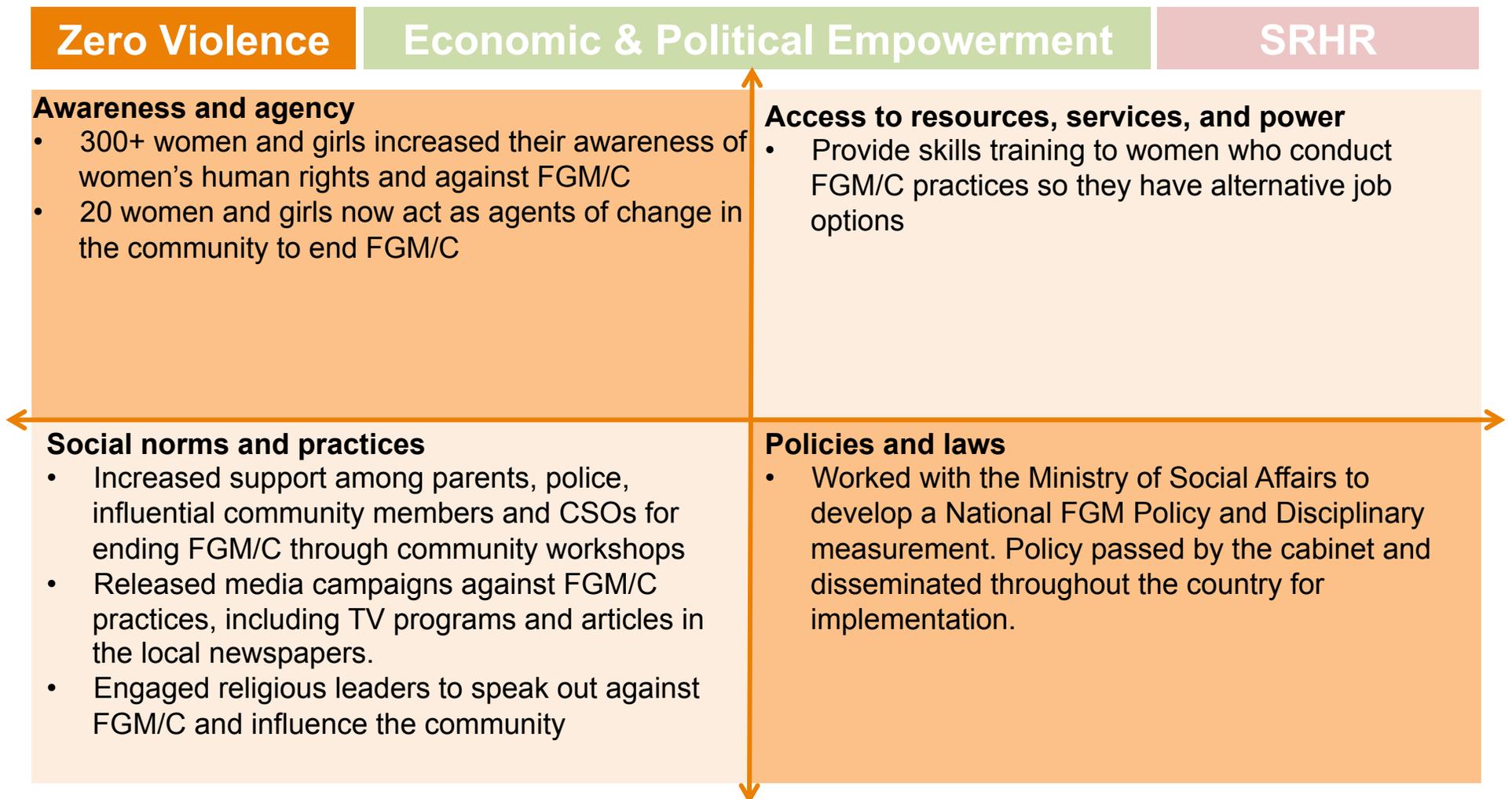
**79%**  
made shifts in  
two or more  
areas of the  
change matrix



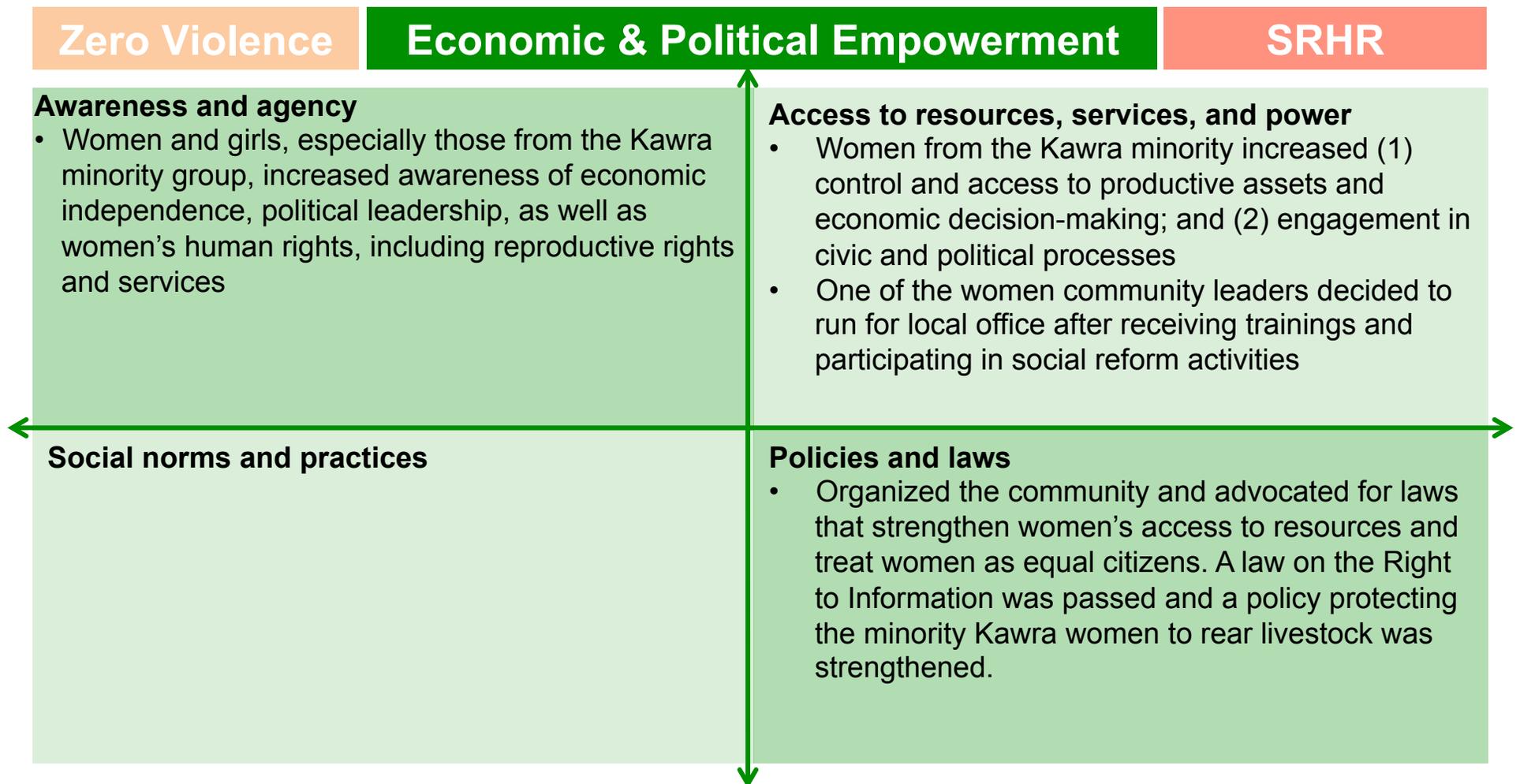
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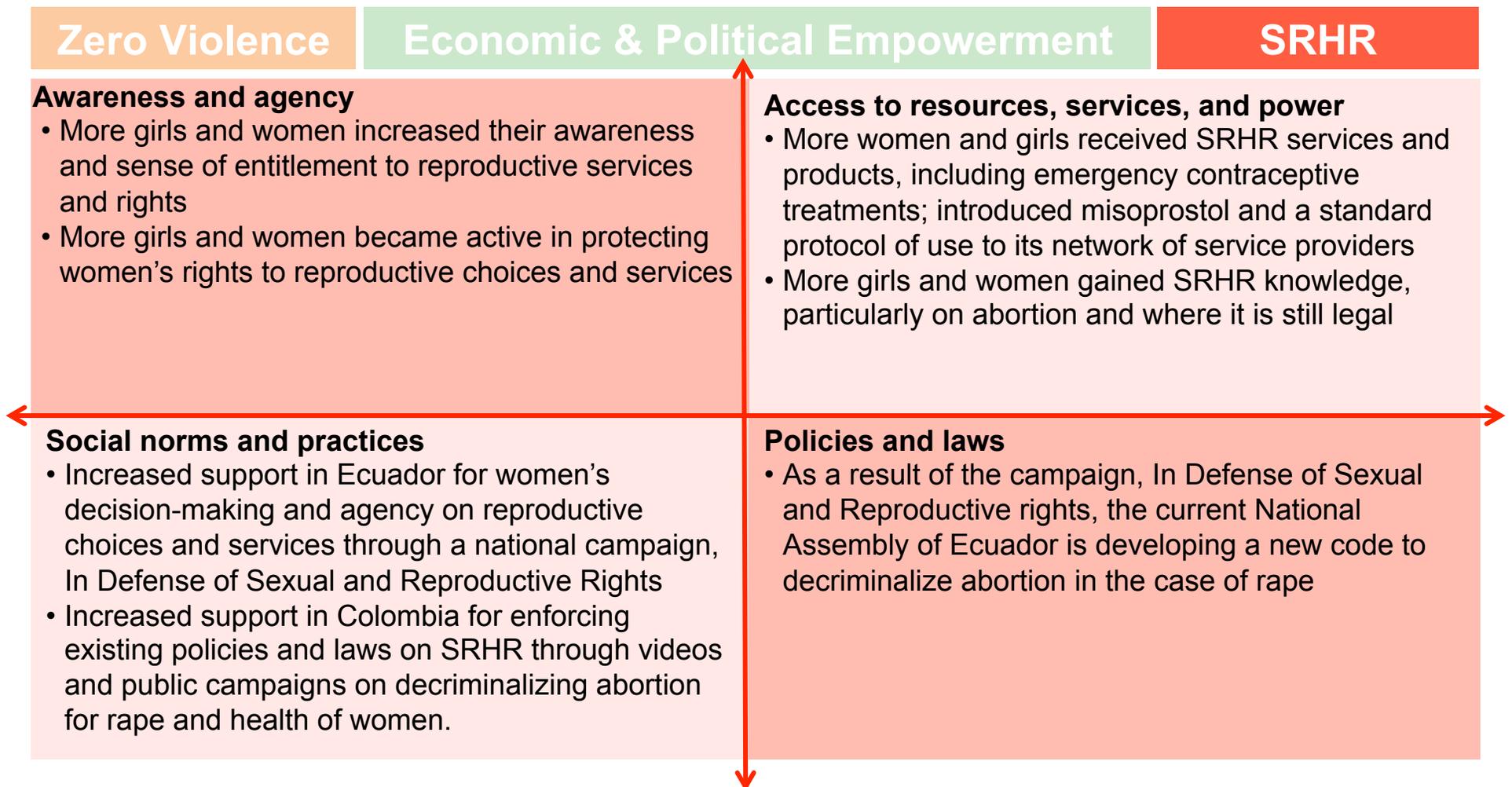
# Grantee example: Voices of Somaliland Minority Women Organization



# Grantee example: The Nice Foundation, Nepal



# Grantee example: Fundación Desafío , Ecuador



# Key lessons learned



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## 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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