## The Change Matrix

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.



# Using the Change Matrix to develop an organization-wide learning and evaluation framework

IHRFG pre-conference institute January 27, 2014



## **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
- Has invested \$104 million in support of 4,600 women's rights organizations across 174 countries since 1987
- Made 462 grants for a total of \$9M in 2013
- Provide general operating support
- Launched a new program framework in January 2014

## GFW Strategic priorities 2014-2015

## Resources

### **GFW**:

- Board and staff members with expertise and commitment to advancing WHR
- 25 years of track record

## Women and women's organizations on the ground in AP, ECA, LCA, MENA, and SSA:

- Rights-based approach
- Connections to women's rights movements

## Global Advisor Network

**Donors** 

**Partners** 

## Strategies

#### Invest:

- Flexible \$
- Capacity building

#### **Connect:**

- Convenings
- Facilitate connection

## **Amplify:**

- Bring grantees' voices to international stage
- Raise awareness of issues

## Mobilize resources:

- Funders
- Resources

#### Outcomes

## Grantee organizational outcomes

## Stronger organizations:

- more effective in achieving their mission
- more sustainable



## Movement building outcomes

## Stronger women's rights movements:

- Stronger, more sustained, diversified base
- Collective political agenda
- Next generation leadership
- Stronger alliance
- Use of multiple strategies

## Mission outcomes

**Zero violence** 

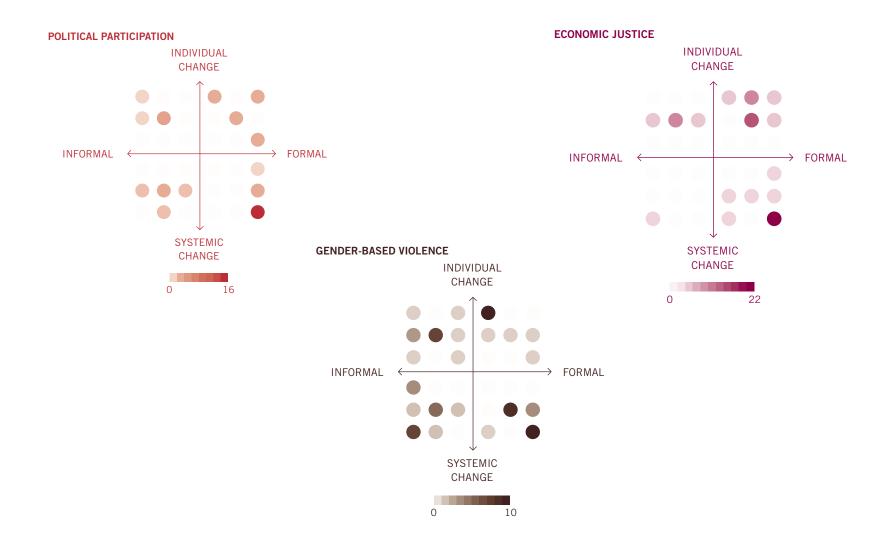
Economic and political empowerment

Sexual and reproductive health and rights

A just,
equitable and
sustainable
world in which
women and
girls have
resources,
voice, choice
and
opportunities
to realize their
human rights.

**Impact** 

## Use the Change Matrix to map outcomes



Source: Breaking Through, GFW 2012

## **OUTCOMES INDICATORS**

## 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 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)

## Integrate the Change Matrix into the grantmaking process





Beginning of a grant



Final reports

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

Work with grantees to determine outcome indicators

Grantees report on their selected indicators

## Use the Change Matrix to map organizational changes

## What does a learning organization look like?

#### Individual

## Awareness and agency

Individual staff members...

- · Are empowered
- Are interested & motivated
- Feel safe
- Are open to new ideas and change
- Have skills (e.g., teamwork, time management, communications)

#### **Access to resources**

- Time
- Training opportunities
- Incentives
- Mentors
- Data and information (internal and external)
- Technology systems (knowledge management, communications, etc.)

#### Informal

**Formal** 

#### **Culture and values**

#### Leaders:

- Have clear vision and goals
- Are champions and role models
- Willing to consider alternative options
- Engage in active listening
- Encourage disagreement
- Encourage collaboration
- Willing to experiment and take risks
- Take time to reflect

### Formal policies and structures:

- Clear roles and responsibilities
- Job descriptions
- Performance reviews
- Cross-functional teams

**Systemic**