

Effectiveness

Impact

Fund for Gender Equality

Efficiency

Sustainability

META ANALYSIS 2011-2015

Relevance

Jo-Anne Bishop
Sara Vaca
Joseph Barnes

LIST OF ACRONYMS

AP	Asia Pacific
AS	Arab States
CBO	Community Based Organisation
CEDAW	Convention on the Elimination of Discrimination Against Women
CO	Country Office
CSO	Civil Society Organization
CSW	Commission on the Status of Women
DWALI	Dalit Women’s Livelihoods Accountability Initiative
ECA	Europe and Central Asia
ERG	Evaluation Reference Group
ET	Evaluation Team
FGE	Fund for Gender Equality
FPS	Flagship Programme Initiatives
GERAAS	Global Evaluation Report Assessment and Analysis System
GEHR	Gender Equality and Human Rights
GEWE	Gender Equality and Women’s Empowerment
GRB	Gender Responsive Budgeting
HR	Human Rights
HRBA	Human Rights-Based Approach
ICTs	Information and Communication Technologies
IT	Information Technology
IDP	Internally Displaced Persons
LAC	Latin America and the Caribbean
MCO	Multi-country Office
MGNREGA	Mahatma Ghandi National Rural Employment Guarantee Act
NGO	Non-Governmental Organization
OECD	Organization for Economic Cooperation and Development
RBM	Results-Based Management
RO	Regional Office
SDGs	Sustainable Development Goals
TOC	Theory of Change
TOR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
WEE	Women’s Economic Empowerment
WPE	Women’s Political Empowerment
WPP	Women’s Political Participation
UN	United Nations
UNEG	United Nations Evaluation Group
UN WOMEN	UN Women (United Nations Entity for Gender Equality and the Empowerment of Women)

Table of Contents

LIST OF ACRONYMS	1
EXECUTIVE SUMMARY	1
Background	1
Purpose, Objectives and Scope	1
Methodology	2
Key Insights: Accountability	2
Key Insights: Learning	4
Conclusions and Recommendations	5
1. INTRODUCTION	8
1.1 Background	8
1.2 Purpose and Objectives	9
1.3 Scope	9
2. METHODOLOGY	12
2.1 Approach	12
2.1 Consultation	13
2.3 Limitations	13
3. KEY INSIGHTS: ACCOUNTABILITY	14
Effectiveness	14
Organisational Efficiency	15
Relevance	23
Sustainability	26
Impact	32
4. KEY INSIGHTS: LEARNING	34
5. CONCLUSIONS & RECOMMENDATIONS	49
Effectiveness	49
Organisational Efficiency	49
Relevance	50
Sustainability	50
Annex 1: Meta Evaluation and Analysis Terms of Reference	52
Annex 2: Meta-Evaluation and Analysis Reference Groups	58
Annex 3: List of Sources Consulted	59
Annex 4: Evaluator’s Profiles	60

EXECUTIVE SUMMARY

Background

UN Women's multi-donor Fund for Gender Equality (FGE) was launched in 2009 to fast-track commitments to gender equality focused on women's economic and political empowerment at local, national and regional levels. The Fund provides multi-year grants ranging from \$100,000–\$3million¹ USD directly to women's organizations² in developing countries; it is dedicated to advancing the economic and political empowerment of women around the world.

The evaluation function is a stated priority of FGE to ensure institutional accountability, learning, and communication of results. Given the nature of the Fund, a decentralised approach to evaluation has been developed in which grant holders, under the guidance of FGE staff, primarily undertake evaluations using UN Women and UN Evaluation Group (UNEG) standards.

The Fund has developed a library of evaluation reports containing a rich set of findings, conclusions, recommendations and lessons. This Meta-Analysis is a systematic review of findings, conclusions, lessons and

recommendations from FGE evaluations produced between 2011-2015 that were rated as Satisfactory or above according to the UN Women Global Evaluation Report Assessment and Analysis System (GERAAS) standards for evaluation reports.

Purpose, Objectives and Scope

The purpose of the Meta Analysis is to provide evidence-based information and insights about what works for who in regards to women's political and economic empowerment and the processes and approach of the FGE. It is expected to do so in a style that is consistent with the Fund's 'voice' and can be utilised by its primary intended audience: FGE staff, UN Women Senior Management, grantees (current and prospective) and donors. The report also intends to be of use to women's rights funders, civil society organisations and development practitioners. The primary objective of the Meta Analysis is therefore to extract, analyse and communicate evidence from high-quality evaluation reports in order to support FGE to develop constructive lessons for future systematic strengthening of programming, organisational effectiveness and the evaluation function. The overall focus of this report is on accountability and learning.

The scope of the Meta Analysis includes an assessment of FGE

¹ The evaluations cover a period in which grant making strategy changed from Cycle I to the current Cycle III. Cycle I grants were from \$100,000 to \$3 million US, Cycle II from \$200,000 to \$1 million US, and the range in Cycle III is now \$200,000 to \$500,000. Programme duration has also changed: in Cycle III a minimum 2 years (max 3) is expected,

whereas previous cycles' programmes could be as short as 1 year.

² During its first and second grant-making cycles the Fund supported women's organizations, general civil society organizations, and governmental agencies. Starting 2014, as per its revised Project Document for the period 2014-2017, the Fund only supports women-led civil society organizations.

programme interventions based on the UNEG criteria assessed by the evaluations (effectiveness, efficiency, relevance, sustainability and impact). It also provides further analysis in the two thematic areas of women's economic and political empowerment (including specific sub-themes under each area).

Evidence from a total of 22 evaluation reports from across five regions was included in the analysis, representing 23 countries (some reports were multi-country). **The insights, conclusions and recommendations included in this the Meta Analysis are therefore based solely upon the content of the evaluation reports reviewed.**

17 of the evaluations focused on Women's Political Participation (WPP) and five on Women's Economic Empowerment (WEE); therefore significantly less insights could be drawn for the latter thematic area.

The programmes included in this exercise belong to the Fund's first two grant-making cycles. Programmes from Cycles I (2009-2010) and II (2011-2012) ended implementation between 2011 and June 2015. **The Fund has implemented changes for its grant-making Cycle III held in 2015; thus, some recommendations might have already been put in place or not be applicable anymore.**

Methodology

During the Meta-Evaluation findings, conclusions, recommendations, lessons learned and good practices were

³ Text analysis involves identifying the phrases/sentences in a report that contain 'meaning' that is relevant to the questions being asked. These statements are then labeled

extracted from each of the evaluation reports reviewed. This process resulted in 658 quotes and statements. Each area was then further 'tagged' according to analytical framework categories³. Using the harvested statements and meta-tags, a qualitative synthesis process, which included structured and cluster analysis, was conducted by classifying all individual statements from reports. Convergences in data were then identified and used to support the development of key insights for the Meta Analysis report

The design and development of the Meta-Analysis was based on a participatory and consultative process with continuous input from FGE management, FGE regional Monitoring and Reporting Specialists and the Meta Evaluation and Analysis Reference Groups.

Key Insights: Accountability

Effectiveness

Insight 1: The demand-driven and grantee-led approach of the FGE is a significant comparative advantage and ensured that projects were relevant, responsive to the needs of beneficiaries and sustainable.

Insight 2: Whilst the FGE has been able to affect change at regional, national and local levels, overall, its most important achievements have been in influencing women's political

according to the categories that are being analyzed, so that the relevant statements from an array of reports can be filtered and synthesized together.

and economic empowerment at the local level.

Insight 3: The flexibility of the FGE enabled grantees to achieve important results and respond to changing needs and realities on the ground.

Organisational Efficiency

Insight 4: Whilst FGE projects were strategically aligned with UN Women's global priorities, at the regional and country level, greater synergies and coordination with the UN Women regional architecture are needed to sustain FGE results.

Insight 5: The Cycle III emphasis on conducting capacity assessments earlier on in the selection of grantees is strongly validated, as is the need for grantees to establish clear institutional mechanisms to effectively coordinate with their partners.

Insight 6: Contingency and risk mitigation strategies have proven to be essential in order to ensure that project results are not adversely affected by instability, the political situation or natural disasters.

Insight 7: Investing the time to develop comprehensive partnerships and networks with a variety stakeholders increased the impact of FGE projects, more effectively addressed the needs of beneficiaries and fostered sustainability.

Insight 8: Utilising local capacities and building on existing partners' expertise and programmes enabled FGE to achieve impressive results in a short timeframe.

Insight 9: Increased FGE investment in building grantees' monitoring,

reporting and evaluation capacities resulted in greater visibility of FGE effectiveness and impact.

Insight 10: Ensuring a strong project design contributed to better management and evaluation of project results.

Insight 11: There is an increased need for processes and tools to capture, analyse and share successful and scalable practices and models from FGE implementation.

Relevance

Insight 12: Having demand-driven and locally developed projects ensured that interventions were fully aligned with national strategies and priorities and responsive to the needs of rights holders and duty bearers.

Insight 13: Experience from FGE projects shows that implementing CSOs are now well-positioned to inform and further contribute to the implementation of the Sustainable Development Goals.

Insight 14: Understanding different levels of vulnerability and marginalisation of beneficiaries and adapting project strategies to address these specificities has proven essential to advancing women's political and economic empowerment.

Sustainability

Insight 15: Establishing the formation of networks and partnerships is a comparative advantage of FGE as a means of ensuring sustainability

Insight 16: Sustainability of changes affected by FGE projects, particularly

where transformational change was sought, was in some instances limited by shorter timeframes for implementation of projects and the absence of clear exit strategies.

Insight 17: Working through existing national and grantee priorities and leveraging of grantee and CSO expertise and capacity ensured continuity of project benefits.

Insight 18: The cascading approach of training and capacitating a large number of CSOs and CBOs in each country to effectively integrate GEWE into the focus and work of their organisation will serve to further amplify and sustain results of FGE interventions to contribute to the SDG agenda.

Insight 19: Building individual capacities of duty bearers often proved to be inadequate for institutionalization of GEWE. Supporting the development of structures, processes and increased political will are essential for ensuring ownership and sustaining GEWE commitments.

Insight 20: Training and capacity development interventions are most effective and sustainable when they are highly targeted and include an on-going process of accompaniment and monitoring.

Impact

Insight 21: The use of community empowering models have demonstrated the potential for transformative impact

Insight 22: Tackling structural and systematic barriers to women's

empowerment requires a multifaceted and long-term approach. Whilst increasing women's awareness of their rights is an important prerequisite for influencing family and societal norms, achieving transformative change at a societal level is significantly more complex. Nurturing links to broader efforts (that FGE already recognises as important) is essential to maximising the contribution of the fund to structural changes.

Key Insights: Learning

What works in Women's Political Participation

- ➔ Building women's self-confidence and individual awareness
- ➔ Developing multi-faceted project strategies based on a clear theory of change
- ➔ Leveraging women's economic empowerment to promote women's political participation
- ➔ Applying a cascading and peer-based approach to knowledge and skills training and development
- ➔ Increasing visibility of women activists in various community activities
- ➔ Connecting decision-makers and elected women representatives with their constituencies through the creation of interaction spaces
- ➔ Use and creation of spaces for dialogue between rights holders and duty bearers
- ➔ Building male champions for women's leadership
- ➔ Fostering inclusive legislative and policy-making processes (including realizing temporary special measures)

- ➔ Maximizing the potential of networks and coalitions to advocate for national-level constitutional and legal reforms
- ➔ Supporting inclusive political processes during transition
- ➔ Setting up structural bodies to institutionalize and sustain gender-responsive budgeting and policy-making
- ➔ Timing interventions to capitalize on political opportunities
- ➔ Use of media - press, radio, TV and social media
- ➔ Adopting a rights-based approach by holding duty bearers accountable for international commitments
- ➔ Garnering community-level support for women's political participation
- ➔ Facilitating access of marginalized women to electoral processes
- ➔ Building the capacity of women candidates and engendering local governance structures
- ➔ Supporting elected female representatives to be effective leaders
- ➔ Changing legislative frameworks and use of strategic litigation

What works in Women's Economic Empowerment

- ➔ Increasing women's incomes to support greater control and decision making power over earnings
- ➔ Increasing women's understanding and ability to exercise their rights
- ➔ Strengthening women's trade unions to advocate for political reforms
- ➔ Closing gender gaps in technology

- ➔ Increasing awareness about the situation of migrant and domestic workers and promoting legislative changes to recognize their rights
- ➔ Connecting/creating networks for home-based workers and other economically marginalized groups (peer learning/exchange)
- ➔ Engendering existing employment schemes

Conclusions and Recommendations

Effectiveness

Strengths: project and programme design was found to be of generally high quality, supporting strong management and – in most cases – delivering the intended results.

Challenges: there is scope for analysing and sharing practices and models of FGE-supported interventions across the world. Although there are regional trends in terms of programme conceptualisation, many activities are found to be similar around the world. Another challenge is in linking FGE interventions to broader efforts so as to best contribute to changing deeply rooted social structures and norms.

- ➔ Further strengthen the quality of programme design by developing a database of the practice, models and results of FGE interventions – and using this to help establish clear quality requirements for future proposals.
- ➔ Deepen the analysis of the most common theories of change used in programmes in order to test these (and to contribute to refining the UNW Flagship

theories of change in the process). Examples of these theories include: 1) self-consciousness leads to women fighting for their empowerment; 2) political actors must be sensitised to gender issues before transformative change can emerge; 3) GEHR are achieved primarily through shifting the community consensus and/or the laws, normative frameworks and institutions that enforce this.

structures with explicit roles, functions and responsibilities (such as Project Steering Committees or project supervisory boards) in order to ensure efficient and effective programme implementation.

- Ensure that the design of programmes includes measures to address contingency and resilience as well as clear baselines to capture dimensions of change during implementation.

Organisational Efficiency

Strengths: responsiveness to the political context and changes in the dynamics of power has helped to gather momentum and increase impact of interventions at critical times.

Evaluations strongly validate the Round III introduction of medium sized grants to single organisations that have passed through a capacity assessment.

Challenges: there is scope to more consistently build resilience and contingency into programme design so as to mitigate against political instability and shocks. It is also acknowledged as particularly difficult to establish clear baselines with regard to the dimensions of change that most FGE projects are pursuing.

- Continue to reinforce the importance of a clear and shared management structure for projects based on partnerships that facilitates coordination, joint planning and oversight as well as ownership by stakeholders
- In the Management Section of Programme Documents, focus on defining clear governance

Relevance

Strengths: FGE's adaptability and demand-driven approach consistently leads to programmes that are designed to be – and remain – highly relevant to their (changing) contexts, most especially at the local level. Consultation with country offices ensures that FGE interventions are strategically aligned with and synergistic to UN Women decentralised-level (local) priorities.

Challenges: with a few notable exceptions (such as projects to influence the constitution), impacts of FGE interventions are concentrated mainly at the local level (micro scale) – without the time nor mechanisms to leverage broader transformative changes. Mutual responsibilities between FGE and UN Women have not always been clear in the implementation and supervision of interventions.

- Leverage the Flagship Programme initiatives in UN Women to enhance synergies and clarity of roles with UN Women decentralised offices and the Fund. Support these

synergies by investing in relationships at the regional and global level with UNW policy teams (for intervention design and analysis) and at the global level with UNW programme teams (for implementation support).

- ➔ Investigate options to promote FGE interventions that target the meso and macro level of change – especially by supporting the emergence of local capabilities of civil society to envision, design and demand support for transformative interventions.
- ➔ Continue to build on work with men and boys to enhance the effectiveness and impact of both WPP and WEE interventions.
- ➔ Empower existing FGE-supported networks and self-help groups by promoting the ICT approaches developed by grantees – particularly in India – more widely across FGE interventions.
- ➔ Within WEE, ensure that interventions that aim to enhance awareness of women's rights and support empowerment continue to be combined with practical assistance that enables women to put their learning into action – most especially in terms of transport, health services, and business incubation.
- ➔ Within WPP, continue to support spaces and capacity for women leaders to engage with communities (either directly or through media as an interlocutor) in order to better understand, represent and address their day-to-day needs.

Sustainability

Strengths: grantees have included diverse and non-typical blends of stakeholders, with the range of partners being shown to help increase impact and ensure sustainability. In many cases, supporting existing national and grantee priorities was found to have increased the likely continuity of project benefits.

Challenges: multiple layers of partners working at different levels within interventions adds to complexity and the need to support effective collaborative working (including co-management). Supporting the individual capacity of duty bearers is rarely sufficient to institutionalise GEHR.

Recommendations:

- ➔ Strengthen the guidance and requirements for grantee applications that – although led by a single grantee – are conceived with a mix of actors in terms of coordination mechanisms and contingency plans in case of conflicts.
- ➔ Enhance training and capacity development interventions with strong targeting strategies, medium-term accompaniment (hand-holding), and longer-term monitoring systems.
- ➔ Continuous investment in networks and partnerships promises to both enhance the sustainability of interventions and boost the management capabilities of grantees.

1. INTRODUCTION

1.1 Background

UN Women’s multi-donor Fund for Gender Equality (FGE) was launched in 2009 to fast-track commitments to gender equality focused on women’s economic and political empowerment at local, national and regional levels. The Fund provides multi-year grants ranging from \$100,000–\$3million⁴ USD directly to women’s organizations⁵ in developing countries; it is dedicated to advancing the economic and political empowerment of women around the world. The FGE Programme Document sets forth its mandate to track, assess, and widely share the lessons learned from this pioneering grant programme and to contribute to global know-how in the field of gender equality.

The evaluation function is a stated priority of FGE to ensure institutional accountability, learning, and communication of results. Given the nature of the Fund, a decentralised approach to evaluation has been developed in which grant holders, under the guidance of FGE staff, primarily undertake evaluations using UN Women and UN Evaluation Group (UNEG) standards.

Through this approach, the Fund has developed a library of evaluation reports containing a rich set of findings, conclusions, recommendations and lessons. These relate to both the thematic

areas covered by the Fund - Women’s Political Participation (WPP) and Women’s Economic Empowerment (WEE) and the unique partnership and demand-driven approach of the Fund in supporting the priorities of the national women’s movement (rather than a top-down approach). Furthermore, the reports are seen as containing important insights into the relationship between grantees and the UN Women regional architecture, including synergies between these agents of change.

In order to better capture this wealth of information and to use it in a way that it contributes to the Fund and its stakeholders’ learning process, FGE has undertaken a Meta Evaluation and Analysis of selected reports. The Meta Analysis was informed by the Meta Evaluation of 24 FGE evaluation reports reviewed and assessed against UNEG and UN Women Standards using the Global Evaluation report Assessment and Analysis System (GERAAS). The Meta Evaluation was conducted to first establish the reliability and quality of each evaluation report. From the Meta Evaluation process, 22 Evaluation Reports were found to be “satisfactory or above”. These reports have been used as the basis for this Meta Analysis.

Two global considerations have framed the Meta Evaluation and Analysis process. The first is to lay the groundwork required for a future global evaluation of the Fund (the meta evaluation). The second is to communicate the unique nature and potential of the Fund to strategic

⁴ The evaluations cover a period in which grant making strategy changed from Round I to the current Round III. Round I grants were from \$100,000 up to \$3 million US, Round II went from \$200,000 to \$1 million US, and the range in Round III is now \$200,000 to \$500,000. Programme duration has also changed: in Round III a minimum 2 years (max 3) is

expected, whereas prior cycles’ programmes could be as short as 1 year.

⁵ During its first and second grant-making cycles the Fund supported women’s organizations, general civil society organizations, and governmental agencies. Starting 2014, as per its revised Project Document for the period 2014-2017, the Fund only supports women-led civil society organizations.

stakeholders in the context of UN Women's development of 16 Flagship Programmes (meta analysis).

1.2 Purpose and Objectives

- ➔ The purpose of the Meta Analysis is to provide evidence-based information and insights about what works for who in regards to WPP and WEE and the processes/approach of the FGE. It is expected to do so in a style that is consistent with the Fund's 'voice' and can be utilised by its primary intended audience: FGE staff, UN Women Senior Management, donors, women's rights funders, civil society organisations and development practitioners.

Whereas the Meta Evaluation provided a rating of the quality of evaluation reports according to UN Women GERAAS standards; the Meta Analysis has synthesized the key findings, conclusions, and recommendations of the body of evaluation reports that met UN Women quality requirements.

The primary objective of the meta-analysis is to extract, analyse and communicate evidence from high-quality evaluation reports in order to support FGE to develop constructive lessons for future systematic strengthening of programming, organisational effectiveness and the evaluation function.⁶

The main uses of the Meta Analysis are 1) accountability, and 2) learning. The analysis promotes accountability through aggregating and synthesizing recurrent findings, conclusions and recommendations from the body of evaluation reports. It also fosters learning through identifying lessons and good practices in terms of what strategies and approaches are most effective, relevant and sustainable for promote WPP and WEE.

The synthesis of information will support the use of evaluation findings by the FGE and UN Women as well as its grantees. It will also inform donors and other development partners about the effectiveness of the interventions supported by the FGE in its six years of existence.⁷

1.3 Scope

This Meta Analysis is based on 22 Evaluation Reports produced between 2011-2015 that were assessed as 'Satisfactory' or above according to UN Women GERAAS standards (see Table 3 for a list of the reports used). **The insights, conclusions and recommendations included in this the Meta Analysis are therefore based solely upon the content of the evaluation reports reviewed.**

Evidence from evaluations of FGE projects in five regions⁸ was included in the analysis, representing 23 countries.⁹ 17 of the evaluations focused on Women's Political Participation and 5 on Women's Economic Empowerment (see Figure 1). Given the limited number of WEE-related

⁶ Terms of Reference, Fund for Gender Equality, Meta-Evaluation and Meta-Analysis, p. 3.

⁷ Ibid., p.3.

⁸ There were no evaluations conducted for FGE reports for the West Africa region during the timeframe 2011-2015.

⁹ Some reports covered multiple countries.

evaluations, significantly less insights could be drawn for this thematic area.

The programmes included in this exercise belong to the Fund's first two grant-making cycles. Programmes from Cycles I (2009-2010) and II (2011-2012) ended implementation between 2011 and June 2015. **The Fund has implemented changes for its grant-making Cycle III held in 2015; thus, some recommendations might have already been put in place or not be applicable anymore.**

Figure 1: Geographical Coverage of Evaluations included in the Meta Analysis (rated satisfactory or above in the meta evaluation)

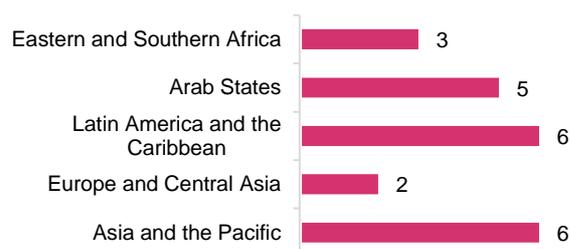


Figure 2: Coverage of Thematic Areas of Evaluations included in the Meta Analysis



The scope of the Meta Analysis includes an assessment of FGE programme interventions based on the UNEG criteria assessed by the evaluations (effectiveness, efficiency, relevance, sustainability and impact). It also provides further analysis in the two thematic areas of women's economic and political empowerment (see the analytical framework in the Methodology section for further detail).

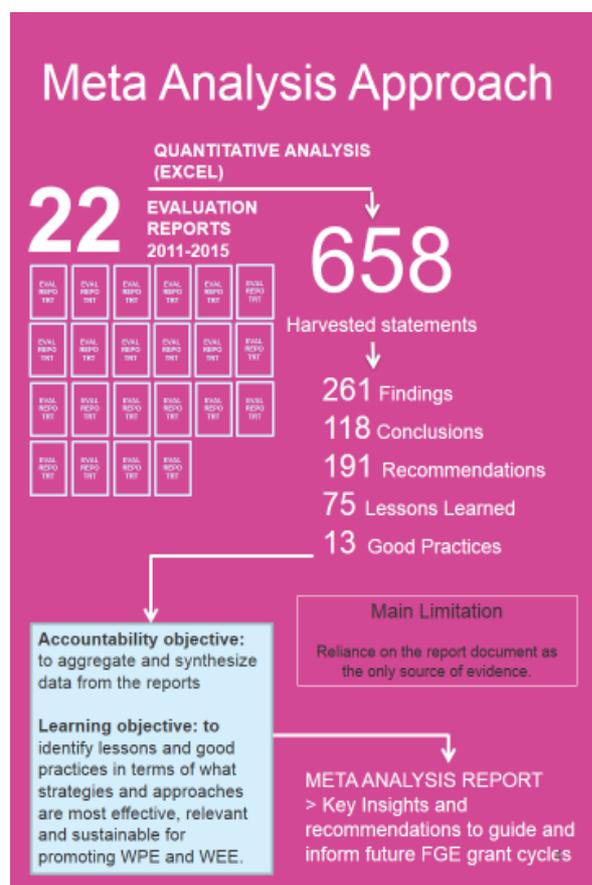
In each area, the analysis identifies key recurrent findings, conclusions and recommendations that have come out of FGE evaluations and based on these, attempts to answer the following questions:

- What are the strengths that emerge from the evaluations of FGE regarding political and economic empowerment?
- Which types of efforts/strategies being implemented have shown high degrees of relevance, effectiveness, sustainability, efficiency and impact and what factors have contributed to this or inhibited success?
- Are there any patterns and lessons to be learnt regarding results produced by FGE programmes in general?
- Are there findings and conclusions that point in the same direction?
- What strengths and challenges do the evaluations expose with regard to FGE's effort to promote WPP and WEE?

Table 3: List of Evaluation Reports included in the Meta Evaluation

#	Title	Country	WPP/WEE
1	End Term Evaluation Report “Facilitating Women in Endemic Poverty Regions of India to Access, Actualize and Sustain Provisions of Women Empowerment”	India	WPP
2	Evaluation of UN Women Fund for Gender Equality Economic and Political Empowerment Catalytic Grant Programme: “Dalit Women’s Livelihoods Accountability Initiative” in India	India	WEE
3	Final Programme Evaluation, “Strengthening Economic Livelihood Opportunities for Low-Income and HIV Positive Women Project” (SECLo), Cambodia	Cambodia	WEE
4	“Enhancing Chinese Women’s Political Participation”, Mid-term Evaluation Report	China	WPP
5	“The Promotion of Political and Economic Rights of Women in the New Context of Kyrgyzstan Programme”, Final Programme Evaluation Report	Kyrgyzstan	WPP
6	Final Programme Evaluation Report “Localizing Gender in the Federation of Bosnia and Herzegovina”	Bosnia and Herzegovina	WPP
8	Evaluation of the FGE Project “Women’s Political Participation in the Izabel Department”	Guatemala	WPP
9	Final Programme Evaluation, “Constructing a Labour Rights Agenda for Women Working in Homes and Sewing Workshops in the Southern Cone”	Argentina, Uruguay, Chile and Paraguay	WEE
10	Final Programme Evaluation, “Strengthening Women’s Political Participation and Promoting an Economic Empowerment Agenda”	Mexico	WPP
11	Evaluation Report, “Bolivian Women in the Process of Change: a Policy Framework with Gender Equality”	Bolivia	WPP
12	Final Programme Evaluation, “More Rights and More Power for Brazilian Women”	Brazil	WPP
13	Final Evaluation of the Catalytic Political Empowerment Programme, “Strengthening Public Institutions to Promote Gender Equality and Non-discrimination: Creating a Gender Equality Law for El Salvador”	El Salvador	WPP
14	“Towards a Gender Sensitive Palestinian Constitution”, Final Project Evaluation Report	Palestine	WPP
17	Evaluation Report, “Inclusive Democracy: Ensuring Women’s Political Rights in Egypt, Libya, and Yemen”	Egypt, Libya, Yemen	WPP
18	Evaluation Report, “Look back to advance forward: a draft promoting women’s rights through the establishment of women’s house in Tulkarm”	Palestine	WPP
19	Final Project Evaluation Report “Enhancing Palestinian Women’s Participation in Public and Political Life”	Palestine	WPP
20	End of Term Evaluation of the Gender Budgeting and Women’s Empowerment Project 2010-2014 Final Report	Zimbabwe	WPP
21	End of Programme Evaluation Report, Programme: “Strengthening Governance and Accountability of Leadership in Kenya through Quality and Quantity of Women’s Leadership”	Kenya	WPP
22	End-of-line Evaluation: “Beyond Raising Awareness Shifting the Power Balance to Enable Women to Access Land in Rwanda”	Rwanda	WEE
23	Evaluation Report: “Capacity building of Women of the High Atlas Oriental, for their Economic and Social Empowerment”	Morocco	WEE
24	Evaluation of Women Empowerment and Political Participation Project (WE3P) by Pak Women/WASFD Khyber Pakhtunkhwa	Pakistan	WPP
25	Evaluation Report, “Making Women’s Voices and Votes Count”	India	WPP

2. METHODOLOGY



2.1 Approach

In aggregating and synthesizing major insights from the portfolio of 22 FGE evaluation reports, a realist synthesis approach was applied which involved distilling all relevant existing evidence in order to draw out relevant policy evidence. During the Meta Evaluation process, findings, conclusions, recommendations, lessons learned and good practices were extracted using an excel table from each of the evaluation reports review. **This process resulted in 658 harvested statements.** Each area was then further tagged according to the 17 analytical framework categories included in the initial Meta Evaluation and Meta Analysis Inception Report. **This led to a total of 3,290 meta tags.**

The level of evidence available to report reliably on each of criteria from the analytical framework was then assessed by the evaluation team and discussed further with FGE management and staff in order to refine and adjust the final analytical framework used for the Meta Analysis. In addressing instances of limited data availability for certain categories or duplication in tagging, the final number of categories was streamlined from 17 to 7 (see Table 2 below for a list of the final Analytical Framework).

Table 2: Analytical Framework for the Meta Analysis

User Criteria	Learning
UNEG	Effectiveness (including overall organizational effectiveness of the FGE as a grant-making mechanism)
Criteria	Organisational Efficiency (including Fund Management, Partnerships/Coordination, Results-based Management and Knowledge Management)
	Relevance (including harmonization with UN Women regional architecture)
	Sustainability (including National Ownership and Capacity Development/Empowerment)
	Impact (including indirect and interconnected outcomes)
FGE Thematic and Sub-thematic Areas	Political Empowerment <ul style="list-style-type: none"> Expanding and strengthening women's leadership Promoting legislative and policy change Improving participation in electoral processes
	Economic Empowerment <ul style="list-style-type: none"> Supporting rural women to access and control resources and assets Improving women's options for decent work

conditions and enhancing social protection

- Fostering entrepreneurship
-

Using the harvested statements and meta-tags, a qualitative synthesis process, which included structured and cluster analysis, was conducted by classifying all individual statements from reports. Convergences in data were then identified and used to support the development of key insights for the Meta Analysis report where there was clear evidence from multiple good-quality sources (or a single very-good quality source).

2.1 Consultation

The approach and methods proposed for the Meta Evaluation and Analysis were laid out in the Inception Report which was shared with FGE management, FGE Monitoring and Reporting Specialists from the different regions and members of the Reference Groups (see Annex 2 for a list of Reference Group and Broad Reference Group members).

The finalisation of the analytical framework was also discussed widely with FGE management and FGE regional Monitoring and Reporting Specialists. The final framework developed was based on feedback and comments received.

The analytical report will be shared with FGE management, staff and members of the Reference Groups for review and comment. The evaluation team will provide audited responses to comments received from FGE on the final Meta Analysis Report, and will engage cooperatively to enhance report quality whilst maintaining its independent nature.

2.3 Limitations

The overall design and conduct of the Meta Analysis faced the following limitations:

1. The findings of the Meta Analysis were restricted to the content of the evaluation reports received – this limited the assessment to one of report quality (the evaluation team did not have access to users' opinions on utility);
2. Despite interest of the FGE to include organisational effectiveness and added value of the FGE within the scope of the Meta Evaluation, the data from the evaluations was limited to grantee performance and did not fully allow for a comprehensive analyses of these areas. However, where data was available, insights were included albeit in a more limited manner.
3. The qualitative synthesis process required judgements to be made on: 1) what the main findings were in report (especially since most reports did not single out individual findings); 2) how to interpret these findings and their implications; and 3) what combinations of findings from different reports represent a reliable pattern.
4. The resource window limited consultation with stakeholders to opportunities to comment on the draft reviews and reports.

3. KEY INSIGHTS: ACCOUNTABILITY

This section provides an analysis of strategies, good practice and lessons learned related to the five UNEG criteria areas – effectiveness, organisational efficiency, relevance, sustainability and impact. Analysis within this section is based on findings, conclusions, recommendations, good practices and lessons learned extracted from evaluation reports of 22 FGE projects.

Effectiveness

Since the effectiveness of FGE projects in advancing WPP and WEE is addressed more substantively in section five, this section focuses on the overall effectiveness of FGE as a grant-making mechanism.

Insight 1: The demand-driven and grantee-led approach of the FGE is a significant comparative advantage and ensured that projects were relevant, and responsive to the needs of beneficiaries and sustainable.

**Based on reports: 1, 2, 3, 4, 5, 6, 8, 9, 11, 13, 14, 18, 19, 20, 21, 22, 23, 24*

The overall approach of the FGE as a grant-making mechanism that enables national and local actors to design innovative and demand-driven strategies and approaches to support women's political and economic empowerment contributed to its impressive results and achievements. FGE interventions were consistently assessed as highly relevant to the needs of beneficiaries and well-aligned with the priorities and programmes of government and civil society. This contributed to greater ownership over FGE project results and sustainability.

The evaluation of the project implemented by the Palestinian Centre for Peace and Democracy and Jerusalem Centre for Women articulated the FGE's added value in its approach as a grant-making mechanism:

“UN Women is one of the very few donors that gives much importance on the process of transferring a concept project idea into a full-fledged project document. This process ensures that the design is really home-grown, fully owned by implementing partners and reflecting their local contexts and specificities.”

Insight 2: Whilst the FGE has been able to affect change at regional, national and local levels, overall, its most important achievements have been in influencing women's political and economic empowerment at the local level.

**Based on reports 1, 2, 4, 6, 21, 22, 25*

Evaluations of FGE projects consistently concluded that the greatest results achieved through FGE interventions have been manifested at the local level. Although impressive gains were made in a number of countries at the national-level, through increased representation of women in politics and the adoption of laws and policies, local-level interventions were generally assessed by evaluations to have had the most immediate results and impact in the lives of women.

“More engaged and involved participation of women in political spaces at the local level has meant increased recognition, leadership and making a difference in their own lives and supporting other women to claim their rights”.

Evaluation of “Making Women's Voices and Votes Count” project in India.

In **Palestine**, the evaluation of the project “Enhancing Palestinian Women’s Participation in Public and Political Life” found that capacity building and skills training aimed at empowering women to actively engage in political and public life was able to produce significant results at the local level.

Experience from a number of projects also showed that women beneficiaries of FGE projects generally had greater success in addressing challenges and barriers to their participation at the community level. Projects that empowered and capacitated women with skills, knowledge and confidence to participate in decision-making processes at the local level contributed towards an increased positive perception towards women’s political and economic participation. Initiatives to connect elected local leaders with women’s networks and representatives were also assessed as highly effective in contributing towards participatory gender-responsive governance structures and decision-making processes.

Whilst changes to constitutions and laws are critical in removing formal barriers to women’s political and economic participation, without the engagement of communities and families, progress is often limited by societal norms that prevent women from seeking political office, decent work or equal access to productive resources. Engaging men and local opinion leaders at the local level proved to be effective strategies in overcoming resistance to women’s participation and building champions to influence change in communities.

Insight 3: The flexibility of the FGE enabled grantees to achieve important results and respond to changing needs and realities on the ground.

**Based on reports: 1, 4, 5, 9, 18, 19, 21.*

A number of evaluation reports attributed success of FGE projects in achieving results with flexibility of the Fund. FGE’s flexibility enabled projects to develop organically and respond to changing dynamics within countries. It also enabled FGE grantees to re-direct and re-align project strategies and approaches to respond to emerging needs of beneficiaries. For example, under the FGE multi-country project in **Argentina, Uruguay, Chile and Paraguay**, the Fund’s flexibility enabled each of the countries to re-formulate strategies and reinvest resources in line with the rapidly changing national contexts and needs that would have otherwise lost relevance and momentum. Appreciated flexibility from FGE comprises adapting to changes in funds granting needs, in requirements, in planning, in adjusting to CSOs’ new needs and even in the fund’s level of involvement itself, depending on the case.

Organisational Efficiency

Fund Management

Insight 4: Whilst FGE projects were strategically aligned with UN Women’s global priorities, at the regional and country level, greater synergies and coordination with the UN Women regional architecture are needed to sustain FGE results.

**Based on reports: 5, 6, 8, 17, 22*

Because of the FGE’s focus on women’s political and economic empowerment, evaluation reports identified strong alignment between FGE programming and UN Women strategic priorities (namely

impact areas 1 and 2).¹⁰ Although alignment between FGE programming and multi-country, regional and country office priorities was not consistently addressed within the scope of evaluations, evaluation reports demonstrated that a number of UN Women Regional Offices (RO) and Country Offices (CO) considered FGE programming as part of their regional and national strategies (for example, in Kenya and Kyrgyzstan).

Some evaluations however, cited the need for greater coordination and communication between FGE management, grantees and UN Women Multi-Country Offices (MCO), ROs and COs.

- ➔ The evaluation of the FGE project in **Bosnia and Herzegovina** concluded that greater involvement of the UN Women COs would have provided better synergies and networking with all UN system projects and other GEWE interventions.
- ➔ **Guatemala's** report highlights that the project could have had a greater impact, making profit of the timing of the approaching elections at the end of the project with better coordination with FGE and UN Women to further disseminate its results and outputs.
- ➔ In **Kyrgyzstan**, the evaluation found that structural changes in the UN Women system caused confusion among grantees in terms of reporting lines and cooperation with the RO and FGE Secretariat. The evaluation also identified the need for greater CO technical

support from the inception period throughout programme implementation.

Evaluations underscored the importance of effective coordination and communication between FGE management and MCO/RO/COs, particularly in terms of integrating FGE work and results into CO programmes and sustaining FGE results after completion of projects. Some evaluations offered forward-looking recommendations about how to further strengthen harmonisation between FGE and MCO/RO/CO programming:

- ➔ In **Kyrgyzstan** the evaluation recommended that COs should play a greater role in the selection and vetting of implementing partners for FGE programmes. It also suggested that whilst FGE should maintain direct communication with grantees, greater efforts should be made to keep UN Women COs informed and to more clearly define roles and responsibilities of FGE, UN Women COs and grantees.
- ➔ In **Guatemala**, the need for the FGE and UN Women ROs and COs to clarify their roles in monitoring and supporting projects was highlighted. The grantee perceived that the monitoring was too focused on financial issues, beyond outputs performance and a general mistrust on their management from UN Women, whilst FGE played a technical monitoring role less assertive on management questions. On the other hand, UN

¹⁰ Under UN Women's 2014-2017 Strategic Plan, results related to Women's Political Participation are included under Impact 1: women lead and participate in decision-making at all levels. Results

linked with women's economic empowerment are included under Impact 2: women, especially the poorest and most excluded, are economically empowered and benefit from development.

Women considered the project design was not well-targeted and tried to force changes, which led to an overall very improvable coordination situation.

Insight 5: The Cycle III emphasis on conducting capacity assessments early on in the selection of grantees is strongly validated, as is the need for grantees to establish clear institutional mechanisms to effectively coordinate with their partners.

**Based on reports: 2, 3, 4, 5, 6, 12, 13, 14, 19, 20, 22*

A number of the evaluations highlighted the need for greater shared leadership, common understanding of roles and responsibilities, and effective communication and planning processes between implementing organisations of FGE project. In instances where there were multiple grantees leading project implementation, a significant number of evaluations pointed to the need for strengthened institutional arrangements and modalities with FGE grantees. Reports also recommended that FGE could further strengthen project management modalities by ensuring that there are clear governance structures in place with explicit roles and responsibilities defined based on grantee capacities.

➡ In **Kyrgyzstan**, the evaluation noted that poor communication and coordination between grantees hampered their ability to identify a programme implementation strategy and entry points as well as to devise a joint work plan and narrative reports.

➡ The FGE project in **Cambodia** was assessed by the evaluation as lacking a clear and shared management structure to facilitate coordination, joint planning and oversight and national ownership.

➡ In **Palestine**, under the project “Towards a Gender Responsive Palestinian Constitution”, the evaluation concluded that the dual project management, the unequal salary compensations, as well as the lack of clear and distinct roles and responsibilities between the two grantee organizations hampered efforts to foster an effective sense of partnership and ownership. The evaluation of the project recommended that future FGE partnerships should be based on the following aspects: a) shared leadership among the two organizations to build consensus and resolve conflicts; b) involvement of both partners in the design process equally; c) a common understanding of the Project’s goal and framework, as well as a clear understanding of individual members’ roles and responsibilities regarding the division of labor; d) strong internal organizational capacities of both partners to respond to the roles and responsibilities assigned in the Project; and e) effective communication at all levels within the partnership and within partner organizations, as well as sharing and accessing all knowledge and information.

A number of FGE evaluations recommended that partnership-based projects should include clear and shared management or governance structures (such as steering boards or project supervisory boards) to facilitate coordination, joint planning and oversight as well as ownership of stakeholders.

It is important to note that many of the above challenges have since been addressed by the Fund's Cycle III. For instance, FGE no longer provides funding to two or more organisations in a partnership as grant recipients. Capacity assessments of grantees and preliminary checks of applicants are also now being systematically undertaken by the Fund. These measures have contributed to increased effectiveness of the Fund and also illustrate its responsiveness and commitment towards improving the management and implementation modalities of the FGE.

Insight 6: Contingency and risk mitigation strategies have proven to be essential in order to ensure that project results are not adversely affected by instability, the political situation or natural disasters.

**Based on reports: 3, 14, 19*

Experience from projects implemented in Cambodia and Palestine revealed that fragile contexts carry a higher level of political and socio-cultural risk. A number of evaluation reports identified the need for risk mitigation strategies to be better embedded in FGE programming.

- ➔ The evaluation of the FGE project in **Cambodia** identified the need to incorporate contingency measures into programme design in order to account for the possible impact of natural disasters, disease and theft on the implementation of livelihood activities.
- ➔ In **Palestine**, the evaluation of the project to develop a gender responsive constitution found that the challenging political environment hampered efforts to influence the legislative reform process. Greater measures to conduct in-depth analysis of risk

assumptions were recommended (although the potential value of the recommendation in this particular case has subsequently been questioned by FGE specialists).

- ➔ In **Palestine** under the project on enhancing Palestinian women's participation in public and political life, the evaluation identified the need for future programming to consider inclusion of men in the programme as an important risk mitigation strategy in facilitating their buy-in and support.

Partnerships and Coordination

Insight 7: Investing the time to develop comprehensive partnerships and networks with a variety stakeholders increased the impact of FGE projects, more effectively addressed the needs of beneficiaries and fostered sustainability.

**Based on reports: 2, 3, 5, 8, 9, 10, 11, 14, 21, 25*

A consistent finding across FGE evaluation reports was the breadth and depth of partnerships and networks that were led and facilitated by grantees. Partnerships included strong links with women's organisations at the national, local and community level; government officials at national and sub-national levels; community-based organisations; elected representatives, unions and parliamentarians.

A number of evaluations also concluded that obtaining the support of opinion leaders and makers – such as political and social leaders and journalists – can also play an important role in advancing political and economic empowerment of women.

- ➔ In **Zimbabwe**, project sustainability was assessed as “high” mainly due to the fact that the grantee, the

Zimbabwe Women's Resource Centre and Network (ZWRNCN) was able to effectively forge strategic partnerships with Government, Parliament and CSOs which resulted in an effective implementation of the project

- ➔ In **Guatemala**, the project facilitated beneficiaries' access to obtaining ID cards and registration for electoral polls by organizing double-aimed conferences, partnering with the official bodies who traveled to the areas and facilitated the process in situ (coordinated also with city halls).
- ➔ In **Morocco**, as a result of new partnerships established through the project, the grantee was able to mobilize further resources.
- ➔ According to the report, in **Bolivia** a large strategic mobilisation process was promoted after 2010 including civil society and media to advocate for women's rights with the passing of 100 new framework laws proposed by the government.
- ➔ In the **Southern Cone** regional programme, previous work on the common agenda of the project content worked as a unifying force that smoothed over political differences of the different actors. Also incorporating *intermediate* organizations (such as National Observatories and Networks) was an important success factor.
- ➔ **Mexico's** report highlights the CSOs' alliance as a critical success factor which added great value as it also allowed to some extent specialization of roles and responsibilities within the partnership.

A number of evaluations (in Cambodia, Kyrgyzstan, Palestine, Kenya and India) highlighted the need for greater focus on building partnerships with media. For example, in Kyrgyzstan, the lack of involvement of electronic and print mass media representatives in capacity-building activities was a missed opportunity for sensitizing journalists and ensuring gender-sensitive coverage of political events in the mass media. Media campaigns in Egypt, Yemen and Libya were core to FGE's approach to supporting GEHR through the transition period in the Arab World.

Insight 8: Utilising local capacities and building on partners' expertise and ongoing programmes enabled FGE to achieve impressive results in a short timeframe.

**Based on reports: 1, 2*

A number of FGE projects were particularly effective in pairing grantees to ensure the necessary expertise to lead projects¹¹. Alignment of project activities with partners' ongoing activities also proved to be cost-effective in terms of using local capacities and resources and also ensured greater national ownership and sustainability of project results.

Such partnerships supported and enabled the integration of GEWE priorities into the work of an increased number of organisations, resulting in more attention and focus now being given to addressing women and girl's needs and priorities.

- ➔ In **India**, the grantee PRADAN, a developmental organization was effectively paired with Jagori a feminist organization. As a result of

¹¹ This Insight has been recognized to a significant degree in FGE's recommendations to grantees in

Round III to enhance their impact through partnerships.

this partnership and accompaniment, PRADAN was supported in mainstreaming gender into its livelihoods programme work and has now re-focused its organisational priorities to include a greater focus on GEWE.

- ➔ In **Palestine**, the partnership between the Palestinian Centre for Peace and Democracy (PCPD) and the Jerusalem Centre for Women (JCW) was found to be a key strength of the project, with each organisation bringing added value. PCPD is specialized in democracy and rights, and implements a Women Programme that aims to secure women's rights and participation in the establishment of a democratic Palestinian state in which they enjoy equal relationships with men. JCW, on the other hand, has long experience working on women's rights, and has access to CBOs and youth in Jerusalem.
- ➔ In **Egypt**, the grantee Karama and its CSO partners were able to build strong project teams with gender and human rights-related experience and capacity which has led to an increase in Karama's institutional knowledge to promote women's political participation through coalition building.



Highlighted Good Practice:

The evaluation of the PRADAN-Jagori project in India concluded that the most significant impact of the project was the implementing agency's (PRADAN) change in perceptions and their realisation of the importance of feminist ideologies in development. This change resulted in a

reversible change in PRADAN's structure, overall approach and operational status as well as the status of women in its programme communities.

Results-based Management

Insight 9: Increased FGE investment in building grantees' monitoring, reporting and evaluation capacities resulted in greater visibility of FGE effectiveness and impact.

**Based on reports: 1, 2, 3, 4, 14, 18, 19, 23, 24*

Increased capacity of grantees in managing FGE grants, in results-based management and monitoring and evaluation have been strengthened through continuous coaching of grantees by FGE staff, in particular the Regional Programme Specialists. FGE staff, and in some instances UN Women COs, invested significant time and effort to support and mentor grantees throughout the different phases of FGE project implementation, from the initial design and inception phase to the implementation, monitoring and evaluation stages. FGE also produced important guidance on Results-based Management in order to support grantees in developing their project documents. The Guidance explains how to define a sound result-chain, a Programme Monitoring Framework and a Work Plan to efficiently implement, monitor and evaluate the programmes.¹² Specific guidance for the Fund's focal points was also developed.

The cumulative effect of this support resulted in positive evaluation assessments about the overall capacity of FGE grantees.

¹² FGE Grantee Guide: Results-based Management, Key Concepts and Definitions, July 2012.

- ➔ In **Palestine**, the evaluation assessed the capacities of the grantee (Association of Women Committees for Social Work) in grant management, results-based management, monitoring and evaluation to be high as a result of training and continuous coaching by FGE and UN Women CO staff.
- ➔ In **India**, a highly participatory process was used in the design, implementation and monitoring of the DWALI project which was guided by human rights and gender equality principles. Results based management and action-learning approaches were also applied.

Insight 10: Ensuring a strong project design (including alignment the Performance Management Framework and implementing guide) contributed to better management and evaluation of project results.

**Based on reports: 4, 5, 6, 9, 12, 14, 18, 20, 21, 22*

Where there was evidence of a strong project design, including a well-defined Theory of Change, clearly formulated outcomes and outputs and Smart, Measureable, Achievable, Realistic and Time-bound (SMART) indicators, this contributed to a highly rated project interventions as well as high quality evaluations.

Whilst a number of projects were assessed as having strong RBM approaches and M&E frameworks in place, a number of evaluation reports identified a need for continued investment of FGE and UN Women CO staff in building the capacity of grantees to apply a results-based approach in designing, monitoring and evaluating their projects. For example, the evaluation of the **Palestine** project “Towards a Gender Sensitive Constitution” concluded

that the design of the project could have benefited from a more rigorous participatory problem analysis involving CBOs and youth. The evaluation found that such participatory problem identification would have further strengthened the responsiveness of the Project to CBO needs, especially in areas related to how to engage them in advocacy efforts, whether at local and national level.

Several evaluations stressed that such support should be provided at the front-end during the project approval and inception phase and during the development of the project documents and performance measurement frameworks.

Whilst planning, monitoring and evaluation processes under the evaluated projects were generally assessed to be effective in tracking performance against outputs and activities, some evaluations found that the grantees were less effective in capturing baseline evidence and data to measure and monitor higher level results. At this level, a number of evaluations were also found to have poorly formulated results and indicators. These challenges hampered evaluability of FGE projects in some instances.

- ➔ The FGE project in **China** was assessed as having weak evaluability due to unclear and unrealistic goals and outcomes and a lack of explicit linkages between outputs and activities.
- ➔ The evaluation of the GROOTS project in **Kenya** concluded that evaluability was compromised by the fact that not all targets were informed by strong evidence in terms of baselines and indicators. The evaluation also identified the need to develop realistic targets that are informed by strong

evidence in terms of baseline and indicators and for the grantee to provide greater technical support to grassroots communities to collect baseline and monitoring data

- ➔ In **Bosnia and Herzegovina**, the evaluation identified weaknesses in the PMF due to the inclusion of indicators and targets that were difficult to measure and quantify.
- ➔ In **Palestine**, the evaluation of the project “Towards a Gender Sensitive Constitution” recommended that in designing future projects, strategic framework for results and clear indicators that are SMART need to be developed. In designing such systems, grantees need to consider the resources, both financial and human, needed to put such systems in place.
- ➔ In the **Southern Cone** project, important elements of the theory of change were overlooked in the design phase (such as feminization of roles and assimilation by gender, or power dynamics among mother-daughter roles) that created conflicts among involved parts when challenged by the project.
- ➔ In **Brazil’s** example, a more solid RBM design (that had more than 50 indicators) would have better facilitated M&E. Another lesson learnt was to design a programme with a smaller number of stakeholders, present in less distant areas and working in more related subjects.

Findings from the evaluations and meta-evaluation process also demonstrated that FGE projects would benefit from having

clearer Theories of Change to enable FGE and grantees to demonstrate how change is being affected through strategies employed and to assess which ones are the most effective.

Establishing clear linkages between FGE interventions and UN Women intended results and programme theories of change will ensure that projects and strategies employed are based on tried and tested theories and assumptions about achieving WPP and WEE. With the anticipated roll-out of the UN Women Flagship programmes¹³, it will be important for future projects to demonstrate how their interventions are aligned with and contribute to the Flagship Programme theories of change.

Lesson Learnt from Egypt

The evaluation of the Karama project noted that the theory of change was unable to link advocacy and lobbying efforts to a deeper understanding of the factors influencing the change process. Although the project design identified causal factors that influence women’s low political participation, these were not fully reflected in the programme M&E and data collection phases.

Findings of the Meta Evaluation also revealed that some of the evaluations of FGE projects took place too early to effectively capture the impact of interventions. In order to address this challenge, planning for impact assessments after project completion could be explored as an option for testing key strategies and approaches.

¹³ These include the following Flagship Programmes: 1) Women’s Leadership in Politics; 2) Equal

Opportunities for Women Entrepreneurs; and 3) Income Security and Social Protection.

Knowledge Management

Insight 11: There is an increased need for processes and tools to capture, analyse and share successful and scalable practices and models from FGE implementation.

**Based on reports: 1, 3, 5, 6, 8, 21, 23*

Under its Programme Document, the FGE has a specific mandate to “track, assess, and widely share” lessons learned from the programme and to contribute to global know-how in the field of gender equality.¹⁴ Whilst there is a clear FGE institutional mandate for knowledge management, according to the evaluation reports this role and function does not always appear to be reflected in design and resources allocated for each individual FGE project. A number of evaluations identified the need for FGE projects to contain a learning component with a clear plan for sharing experiences and information among stakeholders at local and national levels and that this should be accompanied by sufficient resources in the project budget.

At an institutional level, the need for increased knowledge sharing and networking opportunities among grantees from different regions was also highlighted. Evaluations suggested that the FGE should allocate greater professional and technical resources to document effective models and strategies used in FGE programming¹⁵ and to develop guidelines, tools and training modules linked to these models so that they can be used by other countries and tested in other environments and sectors. It is noted that the Fund has already started doing this with the Annual Report 2014, current Knowledge

¹⁴ FGE Programme Document.

¹⁵ For example evaluations highlighted the need to document the journey and results of the community cascade model implemented by PRADAN-Jagori in

Management Initiative, documenting experiences on WEE in Fragile Contexts in Lebanon, Sudan and Guinea, and also through this ME/MA.

The need for more systematic processes for sharing of knowledge products emerging from FGE projects was also identified as important as well as opportunities for increased learning and reflection from FGE evaluation reports (this ME/MA is part of the response to such recommendations).



Highlighted Good Practice:

In Palestine, the grantees the *Palestinian Centre for Peace and Democracy* and *Jerusalem Centre for Women* effectively utilized ‘social media’ in harnessing and disseminating knowledge about the project. An on-line forum (blog) was created which included all material in terms of training, articles, presentations, project summary, etc., were placed at the blog, which is highly commendable. According to the Programme Management Team, a total of 689 individuals are active on and like the Proposed Palestinian Constitution page on Facebook.

Relevance

Insight 12: Having demand-driven and locally developed projects ensured that interventions were fully aligned with national strategies and priorities and responsive to the needs of rights holders and duty bearers.

**Based on reports: 1, 2, 3, 4, 5, 6, 8, 9, 11, 13, 14, 18, 19, 20, 21, 22, 23, 24*

Overall, FGE projects were found to be well-aligned with national and local priorities and strategies of government and

India and the community organising model and model of building male champions for women’s leadership under the GROOTS project in Kenya.

civil society organisations. Projects generally addressed the rights and needs of the target groups and supported the capacity of duty bearers to fulfil their human rights and gender equality obligations and rights holders to realise and demand their rights.

The deep political, social and cultural understanding of grantee organisations about the developmental and gender equality context in each country ensured that the design and implementation of each intervention was able to build on and support relevant strategies and programmes.

- ➔ In **India**, the DWALI project was found to be relevant to the government of India as it supported implementation of the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA). Interventions focused on increasing access of Dalit women to entitlements under the programme.
- ➔ In the **Arab States region**, FGE grantees prioritized programmes to foster women's leadership and political agency in order to capitalize on opportunities arising from political processes and transitions in the region.
- ➔ In **Bolivia**, the project used the opportunity of the passage of the new constitution in 2009 to support the development of new gender-sensitive laws about the electoral process, justice and powers decentralization.

Insight 13: Experience from FGE projects shows that implementing CSOs are now well-positioned to inform and further contribute to the implementation of the Sustainable Development Goals.

**Based on reports 1-25*

Although the FGE projects were designed prior to the approval of the Sustainable Development Goals (SDGs), the results from many of the projects have already and are likely to continue contributing to implementation of the SDGs, namely SDG 5 and as well as Goals, 1, 2, 3, 8, 10 and 16 (see Figure 3 below). For example, the increased capacity and leadership of women to participate in national and local decision-making processes (achieved through FGE projects) will position women to contribute to the development of gender-responsive poverty reduction actions and policies under SDG 1. The success of the project in Rwanda in increasing women's access to land will provide women with the means to contribute to increased food security and sustainable agriculture in line with SDG 2. Projects to increase women's confidence, leadership and connect elected women representative with their communities will contribute ensuring women's full and effective participation in political and public life under SDG 5.

Figure 3: Relevance of FGE Projects to the SDGs

SDG Goal	Target	Project Reference
 1 NO POVERTY	1.2	1, 2, 3, 6
	1.3	9
	1.4	22
 2 ZERO HUNGER	2.3	22
 3 GOOD HEALTH AND WELL-BEING	3.3	3
 5 GENDER EQUALITY	5.1	All projects
	5.3	14
	5.4	3, 9
	5.5	1, 2, 4, 5, 6, 8, 10, 11, 12, 13, 14, 16, 18, 19, 20, 21, 22, 24, 25
 8 DECENT WORK AND ECONOMIC GROWTH	8.3	3, 6
	8.5	2, 9
	8.8	9
 10 REDUCED INEQUALITIES	10.2	All projects
	10.3	5, 11, 12, 13, 14
	10.4	9
 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	16.7	14

Baseline data collected through development and monitoring of FGE projects could also play an important role in supporting and informing efforts of governments and civil society to localise the SDGs and to develop clear targets and indicators for achievement of the goal at the national and sub-national level.

Insight 14: Understanding different levels of vulnerability and marginalisation of beneficiaries and adapting project strategies to address these specificities has proven essential to advancing women’s political and economic empowerment.

*Based on reports: 1, 2, 3, 9, 11, 14, 19, 25

A number of FGE projects were assessed positively for their efforts to effectively engage the most excluded and marginalized communities of women such as domestic workers, home-based informal workers, women living in extreme poverty, ethnic and cultural minorities, rural and indigenous women, young women and women affected by HIV/AIDS.

In their design, a number of FGE projects successfully identified specific obstacles that marginalized and vulnerable groups of women face in accessing their rights and developed specific strategies to overcome such barriers.

- ➔ In **India**, the “Dalit Women’s Livelihoods Accountability Initiative” was developed to address the inability of Dalit women to claim benefits provided by the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) due to the triple discrimination they faced related to gender, caste and class. The project was assessed to have contributed substantially to bringing about changes in the lives of marginalised Dalit by improving their leadership and capacity to access their entitlements under the Act.
- ➔ In **Palestine**, the project to develop a gender-sensitive constitution was assessed as responsive to addressing youth’s and women’s political marginalization and lack of representation in legislative reform processes.
- ➔ In **Bolivia**, the evaluation attributed the project’s success to the fact that it was based on a highly participatory approach and engaged a diverse range of women (including local, urban and

indigenous women) from national and local levels.

- ➔ In **India** and **Palestine** the grantees recognized that empowering marginalized women requires not only increasing their knowledge and awareness of their rights, but also sensitizing political leaders (including elected women representatives) about the specificities of discrimination women face. Through efforts to connect elected women leaders and local councils with women's groups, elected women representatives were able to develop a greater understanding of the challenges and needs of marginalized and vulnerable women.
- ➔ Although the project “Building an agenda for Labor Rights of domestic workers and dressmakers in the **Southern Cone**” initially aimed to be conducted in a bonding manner to promote stronger alliances due to their similar problems, further understanding of their specific needs and situation promoted a customized strategy for each collective.



Lesson Learned from Cambodia

The SECLo project in Cambodia demonstrated that providing support for livelihoods may not be the best form of assistance for all disadvantaged women, or for all women living with HIV, and that HIV-sensitive community-based approaches may be more effective, efficient and sustainable.

Sustainability

Insight 15: Establishing the formation of networks and partnerships is a comparative advantage of FGE as an effective means of ensuring sustainability

**Based on reports: 2, 5, 6, 11, 20, 21, 25*

Many of the FGE projects positioned grantees and CSOs to serve as an effective bridge to national and local levels of government. This was achieved through the convening role of grantees in bringing together women leaders, community-based organisations and decision-makers. Partnerships were also fostered in instances where CSOs were able to effectively collaborate with government through the provision of technical support. Through these interactions, increased cooperation and partnerships were facilitated in a number of instances and evaluations concluded that these relationships are likely to continue beyond the lifespan of FGE projects.

- ➔ In **Zimbabwe**, project sustainability was assessed by the evaluation to be high mainly due to the successful efforts of the grantee the Zimbabwe Women's Resource Centre and Network (ZWRCN) in forging strategic partnerships with government, parliament and CSOs as well as linkages between them.
- ➔ In **Kyrgyzstan**, the Women Support Center (WSC) and Women Entrepreneur's Support Association (WESA) supported the development of dialogue between the KyWRAW network and government officials. Such dialogue was assessed as sustainable by the evaluation based on evidence that joint activities were developing organically outside of the project and no further funds were needed to support these efforts.
- ➔ In **India**, under the “Dalit Women's Livelihoods Accountability Initiative” the evaluation concluded that the role of NGOs in facilitating networks among local NGOs, and in serving

as an effective bridge between policy players at the local and national level, was a key factor contributing to the success of the project.

- ➔ In **Kyrgyzstan**, the capacity building and training initiatives conducted through the project assisted in building stronger network and working relations between NGOs and local and national government officials.
- ➔ In **India**, under the project “Making Women’s Voices and Votes Count” the ICT-enabled and face-to-face networking undertaken during the project strengthened linkages with state actors at all levels from the gram panchayats to the National Knowledge Commission.
- ➔ In **Bolivia’s** report, the partnership between CSOs and official bodies (legislators and also from the executive realm) is considered key for sustainability, as well as for greater impact and reach. Also facilitating women from very diverse contexts and status to know strategies and techniques of advocacy and to articulate themselves as a group has also been highly considered as a sustainability factor.

A risk to sustaining such dialogue and partnerships identified in some of the evaluations was the frequent changes of government staff and national and local levels. For example, in **Kyrgyzstan**, the evaluation concluded that the established dialogue mechanisms between the KyWRAW network and government officials could be at risk for this reason.

Insight 16: Sustainability of changes affected by FGE projects, particularly where transformational change was sought, was in some instances limited by

shorter timeframes for implementation of projects and the absence of clear exit strategies.

**Based on reports: 1, 3, 14, 17, 21, 22, 25*

A key sustainability challenge noted by various evaluation reports was the short time span of some FGE interventions particularly for advocacy-related work and capacity development interventions. A number of the evaluations concluded that projects need more than two years to be effective in these areas and where transformative change is sought, at least four years is needed. The need for strengthened measures to allow for sustainability of successful project results through the replication and scaling up of initiatives was also highlighted as necessary.

Evaluations also found that benefits gained at an individual-level were more likely to be sustained than interventions related to the mobilisation of networks and collectives, particularly those operating at a national level.

- ➔ In **Rwanda**, building the capacity and confidence of CSO leaders to effectively lead advocacy at a national level proved to be difficult and the evaluation concluded that additional support and funding was needed to sustain and further scale up national and local advocacy work.
- ➔ In **India**, evaluation of the IT for Change project concluded that enabling ICTs to be used and owned by women, increasing peer networking and involving collectives in decision making takes time. The need for sustained capacity building, advocacy and networking support was identified in order to enable the women’s

collectives to establish their outreach, credibility and autonomy in advancing GRB.

- ➔ The reports for **Libya, Egypt and Yemen** also acknowledge this, concluding that civil society campaigns for policy change require long-term perspectives to achieve their full potential, even if some rapid results can be reported in one year.

It is important to note that the FGE has already undertaken a number of measures to address challenges raised in relation to implementation timelines. For example, during Cycle III, the minimum timeframe for implementation was changed to two years and grantee organisations and now given an extra four months to set up and close their programmes. Providing grantees with the opportunity to re-apply for funding following the closure of projects has also been an important measure applied by the Fund during the third cycle which allowed for replication and scaling up of successful interventions.

The evaluations also identified the need for increased engagement of FGE and UN Women County Offices in supporting grantees to develop follow-on projects and secure ongoing funding to sustain results of FGE interventions. For example, in **India**, as a follow-up to the IT for Change project, the evaluation identified the need for UN Women to initiate collective project design and fundraising with women's organisations in order to sustain the innovations initiated under the project.

Lesson Learnt from Cambodia

In Cambodia, the project evaluation concluded that there is a high risk that a number of supported activities will cease to operate upon completion of the project. These include savings groups and

women's networks. Without assistance to cover costs of transport, there is also a risk that women will not be able to maintain access to health care. The evaluation also concluded that without ongoing provision for technical assistance, some livelihood activities were likely to fail. The evaluation identified a need for discussion between stakeholders to explore ways in which project beneficiaries can be absorbed into existing programmes, including by government agencies and also supported from bilateral and international agencies.

National Ownership

Insight 17: Working through existing national and grantee priorities and leveraging of grantee and CSO expertise and capacity ensured continuity of project benefits.

**Based on reports: 1, 2, 11, 20*

A number of projects supported national ownership of GEWE results by designing projects to build on partners' ongoing programmes.

- ➔ In **Bolivia**, strengthening the existing rich and diverse women's movement, representing all clusters and status is considered one of the most remarkable achievements of the project.
- ➔ In **India** through the project "Dalit Women's Livelihoods Accountability Initiative", the selection of partners on the ground that were already working with Dalit communities and were aware of key issues and challenges, ensured that upon completion of the project, they were able to incorporate the activities of the grants into their own ongoing work plans. This also ensured that the project was

sustainable and grounded in local realities. According to the evaluation of the project, the likelihood of sustaining the results achieved by the DWLAI project was high due to the fact that interventions were consistent with the partner organisations' vision, mission and goals as well as policies of the government and needs of the target group.

- ➔ In **Palestine**, the project's focus on advocating for a gender-sensitive constitution was considered as a strategic component of both grantees' work. The project was well-aligned with their organizations' missions and also congruent with their strategic directions.

The effective pairing of specialised non-feminist grantee organisations with feminist was also assessed as an important contributing factor towards increased national ownership for GEWE outcomes (see previous section on Partnerships and Coordination).

Capacity Development and Empowerment

Insight 18: The cascading approach of training and capacitating a large number of CSOs and CBOs in each country to effectively integrate GEWE into the focus and work of their organisation will serve to further amplify and sustain results of FGE interventions to contribute to the SDG agenda.

**Based on reports: 1, 2, 8, 17*

A number of FGE grantees have been able to effectively reach out to a large number of community-based organisations and structures and to engage them in project interventions. This has resulted in an expanded number of organisations that are

now equipped with knowledge and practical experience to further apply GEWE in the work of their organisations.

- ➔ In **India**, the grantees PRADAN and Jagori were able to mobilise 76,237 women across nine districts as a result of the extensive community-based structure and cascading model adopted to directly train community service providers and facilitators, who in turn trained self-help group members. The grantees created over 900 collectives supported by a cadre of 1,000 women leaders and 2,000 resources persons for mutual support and empowerment. The evaluation of the project concluded that the overall success of the project was attributed to this cascading model of change approach.
- ➔ In **Palestine**, the engagement of trained young women and men in organising and leading community awareness workshops about the constitution was assessed as an effective method to expand outreach to other youth at a local level.
- ➔ In **Guatemala**, a third of the 70 women leaders sensitized voluntarily participated in replicas for dissemination for reaching 600 women.

Highlighted Good Practice:

In **India**, the development of a network of partners through the DWLAI project was assessed by the evaluation to have contributed towards its sustainability. The project built the capacity of partner organisations to increase Dalit women's access to state entitlements. The partners are now better equipped with improved

management practices and more expansive networks to better serve and represent Dalit women.

Insight 19: Building individual capacities of duty bearers inevitably proved to be inadequate for institutionalization of GEWE. Supporting the development of structures, processes and increased political will are essential for ensuring ownership, building links to broader efforts, and sustaining GEWE commitments.

**Based on reports: 1, 3, 20, 22*

Many of the capacity development approaches applied through FGE projects demonstrated that one-off training initiatives for duty bearers are insufficient for institutionalizing and sustaining GEWE. Instead, link to other efforts to create a more systematic approach are needed in order to build the requisite national and local-level capacity and commitment to sustain GEWE.

- ➔ The GRB project in **Zimbabwe** demonstrated that rather than training individual functionaries, greater effort should be placed on supporting system-wide organisational change in ministries and across governments through the development of gender equality strategies, action plans, sector gender assessments and gender audits. The evaluation also recommended that training and capacity building of institutions should be all encompassing, thus targeting all layers of an organization up to the top management and boards in order to achieve lasting gender mainstreaming results and benefits.
- ➔ In **India**, under the PRADAN-Jagori project, whilst capacity building efforts had a significant impact on

for individual functionaries (police officers, government officers and counselors) and civil society, the impact on institutions and structures of governance was seen as relatively limited and evidence of deeper institutional change was also minimal.

- ➔ In **Zimbabwe**, following interventions under the project to build the capacity of the government to effectively integrate gender into its policies, plans and budgets, the evaluation concluded that the government system still lacked the right level of political commitment to effectively institutionalize gender equality principles.
- ➔ In **Pakistan**, the evaluation concluded that awareness raising interventions to sensitize decision makers to gender responsive budget, were not enough to achieve the objective and goal of the project and that greater effort was needed to strengthen the political will of various stakeholders.

Interventions involving the establishment of structures to support integration of GEWE issues and priorities within the government were assessed by a number of evaluations to contribute to sustainability and institutionalise results obtained through FGE interventions.

 **Highlighted Good Practice:**

In **Palestine**, the evaluation of the project “Enhancing Palestinian Women’s Participation in Public and Political Life” concluded that the merging of the sub-committees and advocacy committees into a “civic participation committee” significantly increased the project’s sustainability potential. Where civic participation committees were established with support of the grantee (AWCSW), all local councils of the targeted localities sent official requests to the ministry of

local governance to officially recognise the committees in their local governance units as a platform for continuous engagement in representing community needs (including those of women) and influencing decision making processes within the local councils.

Insight 20: Training and capacity development interventions are most effective and sustainable when they are highly targeted and include an on-going process of accompaniment and monitoring.

**Based on reports: 1, 5, 10, 17, 19*

A number of FGE evaluations highlighted the need for a targeted approach in capacity building of duty-bearers and rights holders in order to ensure increased understanding of functions and the rights and responsibilities of each act in fulfilling national and international obligations to respect, protect and promote the rights of women.

Successful practice across FGE projects also demonstrated that one-off training or capacity development interventions are not generally enough to sustain the knowledge and skills necessary to enable effective empowerment of women and that a process of accompaniment is also often needed. According to the evaluation reports, some of the most successful FGE projects were those that included mentoring, on-the-job-training and study visits.

- ➔ In **Mexico**, the training and mentoring provided through the project fostered collective empowerment among women. The mentoring approach undertaken enabled a significant number of women to realize their political aspirations and goals.
- ➔ Under the project, “Inclusive Democracy: Ensuring Women’s

Political Rights in **Egypt, Libya and Yemen**”, the grantee Karama provided structured and targeted training for CSO coalitions and activists using international instruments (namely, CEDAW, UPR and Special Procedures for advancing GEWE). As a result of the training, CSOs from each of the three countries were able to successfully form coalitions and prioritize national action plans. The trainings also supported cross fertilization of advocacy practices across participants from the region.

- ➔ In **India**, under the PRADAN-Jagori project, women’s self-help groups were assessed to be effective in asserting themselves and demanding their due rights because of the training and capacity inputs given to them which included a unique process of handholding accompaniment that was successfully applied.
- ➔ In **Palestine**, under the project “Enhancing Palestinian Women’s Participation in Public and political Life”, its work with young women through training and job shadowing contributed to increasing their work experience and life skills as well as enhancing their employability potential. The strategy of job shadowing allowed young women activist to have sufficient time within an organization or network and to gain mobilization and activism skills in an organisational setting.
- ➔ In **Palestine**, the evaluation of the project “Towards a Gender Sensitive Palestinian Constitution”, highlighted the need for capacity building and training to be viewed as a continuous strategy throughout the programme cycle. On site coaching and the exchange

visits were seen as effective strategies as they created a knowledge exchange and learning platform for project beneficiaries.

Impact

Insight 21: The use of community empowering models have the potential for transformative impact

**Based on reports: 1, 2, 19, 21, 22, 15*

Across the evaluations conducted, strategies that focused on empowering women and their communities were assessed as having significant impact in terms of enabling women to exercise and claim their rights and in strengthening women's agency.

- ➔ In **India**, the DWLAI programme design and inputs made a visible impact on women's lives and priorities. The overall focus on strengthening women's agency with the 'self' at the centre of interventions contributed to women becoming significantly empowered, both economically and socially.
- ➔ In **Kenya**, the use of community-based approaches through the GROOTS project led to significant changes in attitudes among several male champions towards women's leadership. The approaches were highly facilitative and encouraged communities to identify their needs for themselves through a mapping process by which they prioritised their needs, gathered the facts necessary to support their decision to make these a priority and carried out collective and evidence-based advocacy for interventions.

Insight 22: Tackling structural and systematic barriers to women's empowerment requires a multifaceted

and long-term approach. Whilst increasing women's awareness of their rights is an important prerequisite for influencing family and societal norms, achieving transformative change at a societal level is significantly more complex. Nurturing links to broader efforts (that FGE already recognises as important) is essential to maximising the contribution of the fund to structural changes.

**Based on reports: 1, 2, 5, 19, 20, 21*

In addressing women's empowerment, one of the greatest challenges is in addressing and overcoming structural barriers, particularly cultural, political and social norms that hinder and restrict women from realizing their rights. This is particularly challenging for marginalised and vulnerable women who face additional obstacles in realising and claiming their rights.

Whilst efforts at the national level in terms of legislative and policy change can have an important effect in removing barriers, securing women's political and economic participation and engagement also requires support and commitment from families and communities in order to be fully realized. Evaluations across the 22 FGE programmes show that engagement with families and communities yielded the greatest results in supporting women's political and economic participation and empowerment.

- ➔ In **Rwanda** changed attitudes of men were critical for the project's success and as a result of community dialogues organized through the project, there was greater awareness of how traditional values can be challenged and some women were able to negotiate land rights with their husbands, brothers and fathers.

- ➔ In **Kenya**, the project resulted in changed attitudes towards women's leadership.
- ➔ In **India**, as a result of the PRADAN-Jagori project, the behaviour of men changed. There were also examples of emerging changes in power relations whereby men were able to give greater space to women in decision-making and also assume a greater burden in assuming household chores.
- ➔ The DWALI project in **India** has shown how an important job scheme by the Government of India could be implemented to give access to the most marginalised women even in conservative, rural settings. The programme increased the access of Dalit women to entitlements under the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA). The programme also had an additional social impact in terms of contributing to Dalit women sitting and eating with dominant castes and also participating in decision-making inside and outside their home.

 **Highlighted Good Practice:**

In **India**, through the use of ICT, the ICT for Change project caused a disruption in the traditional landscape of male control over information and communication and positioned women as key interlocutors in the local government context. As a result of increased awareness of their entitlements and realisation of claims, women were able to perceive

themselves not merely as beneficiaries but as engaged citizens with rights.

Despite these positive results, analysis from the evaluations supports FGE's view that changes through most grants cannot realistically be transformative (in terms of significantly influencing gender and power relations at a societal level) in isolation. It thus becomes essential to emphasise the link with broader efforts.

Changes through grants are most often attributed to women's increased sense of self (rather than broader changes in patriarchy and societal norms). Since attitudinal and behavioural changes are long term outcomes that require well-resourced and long-term interventions, many of the evaluations identified the need for longer resourcing periods for FGE interventions aimed at addressing structural barriers to WPP and WEE. Whilst fewer evaluations recommended work on building greater connections and synergies with other initiatives at the national level, UN Women's strategic notes, and planning for exit, these are also viable strategies to enhance the transformative impact of grants.

 **Highlighted Lesson Learned:**

The evaluation of the GROOTS project in Kenya concluded that the project was ambitious and courageous in addressing the structural and systemic challenges of women's leadership and would have benefitted from longer term investment of at least five to seven years.

4. KEY INSIGHTS: LEARNING

This section provides an analysis of strategies, good practice and lessons learned in advancing the two thematic areas of FGE interventions – Women’s Political Participation (WPP) and Women’s Economic Empowerment (WEE). For each area, further analysis of FGE sub-themes is included.

As in the previous section, analysis within this section is based on findings, conclusions, recommendations and lessons learned from evaluation reports of 22 FGE projects. Key questions addressed include:

- ➔ What strategies and approaches were used during FGE interventions to advance WEE and WPP?
- ➔ How did strategies and approaches differ across regions?
- ➔ Which strategies were assessed by the evaluations to be the most effective? Where were interventions and strategies less effective?
- ➔ What are the main lessons learnt from the FGE projects evaluated?
- ➔ What are the good practices that have the potential to be scaled up or replicated in other regions?

Women’s Political Participation

Summary of FGE Approaches and Regional Trends

Of the 22 evaluations included within the Meta Analysis, 17 related to WPP (see

Table 3 above for a full breakdown). The general focus of these WPP projects was on increasing participation of women in decision-making bodies and processes (formal and informal); bolstering their capacity to raise issues related to their needs and priorities; and addressing structural barriers to women’s meaningful political and public participation.

The approaches of FGE projects related to increasing WPP varied from region to region. In the **Asia Pacific (AP) and Africa regions**, bottom-up community driven approaches were seen as most effective for enhancing women’s participation in politics and decision-making processes. In both regions, there was also a strong focus on garnering community and family support for women’s political participation. FGE projects in the AP region also employed innovative strategies (including through the use of ICT and social media) to connect women elected leaders with women’s organisations and movements in order to increase their capacity to represent and voice the needs and priorities of women in their communities.

In the **Arab State region**, FGE evaluations focused on supporting the participation of women leaders and elected representatives in normative processes in order to secure women’s rights, foster coalitions, and leveraging international instruments to seize momentum to affect normative processes.

In **Latin America and the Caribbean (LAC)** region, the focus of FGE interventions was primarily on increasing and reinforcing a strong body of women leaders through capacity building, and leveraging this to influence legislative and policies to advance decent work and social protection.

In WPP, key project beneficiaries and target groups included rural women, young women and socially and economically vulnerable groups such as low-income women and indigenous women.

Expanding and Strengthening Women's Leadership

FGE interventions under this sub-thematic area focused largely on developing women's capacities to participate and influence formal and informal decision-making spaces primarily at the local level. Project interventions included supporting women in learning about their rights and political systems and building their self-confidence, communication and leadership skills.

What strategies worked and why?

- ✓ Building women's self-confidence and individual awareness of her rights

A number of FGE projects demonstrated how building women's self-confidence and individual agency can serve as a critical success factor for strengthening women's empowerment.

Highlighted Good Practice:

During the PRADAN FGE project, significant investments were made in capacity building and empowerment processes for women under the premise that women will raise their voices when there is self-realisation. The focus was on strengthening women's agency with the 'self' at the centre of interventions. As a result of the approach, the evaluation of the project concluded that women had become more empowered (politically, economically and socially) and that greater self-realisation also translated

into changes in the power relations within families.

- ✓ Developing comprehensive project strategies that understand clearly and address women's barriers to political participation.

Among the FGE projects assessed to be most effective were those that employed a mix of intervention strategies such as combining capacity development interventions with the establishment of strong networks and collectives whilst also tackling structural constraints and attitudinal barriers to women's public and political participation.

For example, the success of the PRADAN project "Facilitating Women in Endemic Poverty Regions of India to Access, Actualise and Sustain Provisions of Women Empowerment" was that it employed a mix of strategies that recognized that women will raise their voices when there is self-realization, that collectives give women space and strength and that economic stability gives them the freedom to think about themselves and other related issues.

Projects that included a detailed analysis of barriers to women's participation and specific strategies to address these, were also assessed by the evaluations as highly effective. For example, under the GROOTS project, cultural attitudes and norms were seen as a major barrier to women's public and political participation. It was therefore recognised that capacity development interventions aimed at increasing women's leadership and confidence could only be successful when obstacles to women's participation were removed. As a result, significant efforts were made to engage with men at the community level and to garner their support (as husbands and

community leaders) for women’s increased engagement in decision making structures and processes.

- ✓ WEE is a prerequisite for marginalised women to participate in public and political life

A number of the project evaluations (for example in **India, China, Bosnia and Herzegovina** and **Palestine**) concluded that economic empowerment is a prerequisite for marginalised women to participate in public and political life and that WEE can be effectively leveraged to support WPP. FGE projects demonstrated that economic empowerment raises women’s self-confidence, changes their position in families and local communities and motivates them to raise their voice and be more politically active. For example, in **Palestine**, the grants managed by women supported under the project “Enhancing Palestinian Women’s Participation in Public and Private Life” helped generate immediate improvements to 10 priority community issues and contributed to positively influencing community perceptions about women’s active engagement in political and public life.

- ✓ Applying a cascading and peer-based approach to knowledge and skills training and development

As discussed in the previous section, interventions aimed at building women’s leadership skills were assessed as most effective in instances where peer exchange, mentoring and accompaniment approaches were used. Such approaches enabled women to receive support whilst applying their knowledge gained and proved to be more effective than classical training workshops.

Capacity development approaches that enable beneficiaries of training to engage

in transferring their knowledge further through cascading training programmes were also regarded as highly effective by a number of evaluations.

Highlighted Good Practice:

In India, grantees PRADAN and Jagori created over 900 collectives supported by a cadre of 1,000 women leaders and 2,000 resource persons for mutual support and empowerment, mobilizing 73,000 women across nine districts. The groups have used a cascading training system where trained members become trainers of other members. As a result, 45 per cent of them have submitted applications claiming their land title rights or their pension, housing or toilet entitlements; and 60 per cent have participated in the Gram Sabha (community level decision-making forum), contacted their duty bearers about their needs, made policy and programme proposals and/or stood for election themselves.

- ✓ Increasing visibility of women activists in various community activities

A number of FGE projects included project actions that contributed to increased visibility of women within their community. These included interventions to support women’s participation in forums and public dialogues, grants to increase women’s economic participation and community sessions on women’s rights and political participation. These opportunities helped to increase acceptance for women’s engagement and active participation in various platforms such as local councils and community meetings.

- ✓ Connecting decision-makers and elected women representatives

with their constituencies through the creation of interaction spaces

Strategies to create shared spaces for community members to interact with women leaders and elected women representatives allowed for grass-roots women to voice their concerns to decision makers and put forward their own proposals and for elected representatives to access first-hand information on community issues.

In **India**, setting up women-owned and rights orientated information centres run by infomediaries and involving elected women representatives inside panchayat offices led to over 68,080 women accessing their basic entitlements (food, shelter, education, employment, social security and sanitation). The increased footfall also help to bring taboo subjects into the public arena, including cervical cancer, domestic violence and single women's issues.

“Women will raise their voices when there is self-realization”

The programme in **Kyrgyzstan** provided opportunities for local women leaders and activists to participate in national and local elections.

✓ Use and creation of spaces for dialogue between rights holders and duty bearers

Creating platforms that allowed for interface between duty-bearers and rights holders and civil society was shown to enhance awareness and understanding about women's priorities and needs.

In many cases, these bridged the gap between local women and decision-makers; focusing on connecting women with elected women representatives

(although scope remains for focusing more broadly, including on dialogue with men).

A finding from **El Salvador** was that gender equality demands need to be bound together with strengthening democratic systems to be effective. Strategies used across the body of FGE evaluations to achieve this included provision of safe spaces for women in dedicated centres, supporting elected women representatives to participate in public debates and consultation with communities, and positioning civil society to play a technical advisory role to the women's national machinery.

✓ Closing gender gaps in technology

The **India** IT for Change project was assessed as catalytic in building innovative linkages between gender, governance and technology. Through the use of ICT, it caused a disruption in the traditional landscape of male control over information and communication and positioned women as key interlocutors in the local governance context.

✓ Building male champions for women's leadership

In **Kenya**, as a result of the GROOTS project, several male champions reported a change in attitude towards women's leadership. The project also showed how inclusion of male allies facilitates women's empowerment work, demystifies gender equality and allows messages to get into spaces that are often closed to women. In **Rwanda** the changed attitudes of men were found to be critical for the project's success.

In the **India** PRADAN project, the behaviour of men changed and there were examples where they were able to give greater space to women in decision-

making and also assume a greater burden in assuming household chores.

Promoting Legislative and Policy Change

FGE interventions under this sub-thematic area focused primarily on advocacy efforts at the national and regional level to lobby for gender responsive laws and efforts to foster inclusive law and policy-making processes. FGE projects strengthened the capacities of decision-makers to design and implement gender-sensitive policies and budgets. Support also focused on increasing the capacity of women to demand accountable leadership and equitable service delivery.

What Strategies Worked and Why?

- ✓ Fostering inclusive legislative and policy-making processes

Engagement with women and girls who are marginalized politically, socially and culturally enabled FGE grantees and CSOs to bring new perspectives into the mainstream to make laws and policies more inclusive and responsive.

In doing so, a large number of FGE WPP-related projects gave priority to CSOs that engage the most excluded and marginalized communities of women such as domestic workers, home-based informal workers, women living in extreme poverty, ethnic and cultural minorities, rural and indigenous women, refugees and IDP women, young women and women affected by HIV/AIDS.



Highlighted Good Practice:

In **Zimbabwe**, the Zimbabwe Women's Resource Centre and Network (ZWRCN)

transformed traditional consultation into 'consultation' by obtaining information directly from the end recipients of public services, including previously excluded groups.¹⁶

- ✓ Maximizing the potential of networks and coalitions to advocate for national-level constitutional and legal reforms

A number of FGE projects demonstrated how collectives and networks give women space and strength to negotiate and advance advocacy efforts.

- ➔ In **Kyrgyzstan**, the KyWRAW network became a direct advocacy mechanism to push local government officials to implement legislation related to economic and political rights of women.
- ➔ In **Bolivia**, the formation of CSO coalitions was influential and strengthened CSO's shared causes and calls for reforms. The coalitions enabled the crafting of a country action plan and also enhanced advocacy efforts at a national, regional and international level.
- ➔ In **Palestine**, the experience of the project "Towards a Gender Sensitive Palestinian Constitution" demonstrates that strong national grassroots influence on decision and opinion makers depended on a high capacity coalition, strong knowledge and clear messages. High capacity coalitions can bring policy issues to the forefront with decision and opinion makers in a more effective manner.



Good Practice: Legislative Advocacy in Bolivia

¹⁶ FGE Annual Report 2014, p. 15.

In Bolivia, after the 2009 Constitution was adopted and a new legislative framework had to be developed, Asociación Coordinadora de la Mujer rallied civil society and peasant organizations, which proposed the introduction of substantive gender-specific measures in 23 legislative proposals. Of these, 13 were adopted as a result of advocacy and negotiations, including laws on the Constitutional Court, decentralization and violence against women. The initiative's success was based on the confluence of three factors: the Government's openness to including women's groups in the reform processes; the engagement of women in key decision-making positions (e.g., presidents of upper and lower houses in Parliament); and the rallying of 663 indigenous, peasant and urban women's rights organizations in a united movement.¹⁷ This was made possible by the larger grant size available in Round I of FGE.

- ✓ Setting up structural bodies to institutionalize and sustain gender-responsive budgeting and policy-making

Whilst the evaluations of projects in Zimbabwe and Palestine concluded that FGE interventions had directly supported integration and mainstreaming of gender into budgets and policies at the national and local level, questions about sustainability of such efforts were raised. For example, in **Zimbabwe** where the Zimbabwe Women's Resource Centre and Network supported capacity development across 13 sector ministries to mainstream gender planning and costing in their work, the evaluation concluded that the programme alone could not realise the desired impact of gender mainstreaming of budgets, policies and legislation. The evaluation concluded that many other factors needed to come into play including political commitment especially from the

top and institutionalisation of gender mainstreaming at national and local government levels.

The evaluations however concluded that the establishment of structures within national and local governments was an important strategy for sustaining knowledge and efforts to integrate gender into policies, plans and budgets. For example, in **Zimbabwe**, the grantee supported the establishment of Gender Budget Action Committees, which since 2014 have participated in the Council's budget consultation meetings. This now permanent structure, of which women make up 75 per cent, represents community groups' interests in the local and national budgetary decision making process.

 **Highlighted Good Practice:**

The establishment of advocacy committees under the **Palestine** AWCSW project acted as a support base for village sub-committees and can be served as a catalyst for addressing structural (formal and informal) challenges to women's meaningful participation and role in local councils and in ensuring that women's and girl's needs are integrated into local council agendas, programming and budgeting.

- ✓ Timing interventions to capitalize on political opportunities

The evaluations of FGE projects implemented in **Bolivia, Guatemala and El Salvador** found that for projects aiming to affect legislative and policy changes timing is a key success factor as the political environment is often more favourable than others for achieving changes that improve legal frameworks. In all three projects, grantees succeeded in

¹⁷ Source FGE 2014 Annual Report

capitalising on propitious political momentum

Evaluations from the three countries also found that often the period before elections is more favourable for advocacy campaigns and for promoting women participation in elections. New constitutions and often new governments are followed by legal reforms where gender issues are progressively more common in the political agenda of many countries.

In **China**, as part of their efforts to ensure the implementation of laws on women's political participation, the grantee, All China Women' Federation trained both women and local communities prior to the 2012 local elections. As a result of the training, there were increases in the number of women elected as Village committee members.

- ✓ Use of media - press, radio, TV and social media

A number of FGE evaluations found that obtaining the support of political, social leaders and journalists, as opinion makers, around gender sensitive legislation was particularly critical to enhance women's empowerment. For example, in **Palestine**, advocacy efforts were effective in generating discussion and dialogue, as well as supporting a wide range of opinion makers around the shadow constitution and gender equality and equity principles. Radio and television sessions proved to be particularly successful as well as meetings with decision and opinion makers organized. The **Karama** programme developed extensive experience in media outreach to influence policies in periods of regional transition.

In **Bolivia**, the evaluation found that large sectors of press and media were mobilized

to advocate for women's rights. Meanwhile, in **Palestine** women leaders and elected women trained to utilise media for lobbying and advocacy to address the real community needs of women and promote participation.

Use of social and traditional media was also assessed as effective in generating discussion about traditional values and stereotypes and contributing to efforts to challenge discriminatory norms and practices.

- ✓ Adopting a rights-based approach by holding duty bearers accountable for international commitments

A number of FGE projects were highly effective in promoting legal and policy frameworks aligned to international standards including the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

Whilst some of the evaluated FGE projects were found to explicitly support implementation of CEDAW and other relevant international standards, the Meta Evaluation findings indicated that it was difficult for the evaluations to assess this as project documents and theory of changes did not always explicitly establish a link between proposed strategies and support for international commitments. For example, there was limited information to show how interventions supported specific CEDAW conclusions or treaty body recommendations for each country.

Improving Participation in Electoral Processes

Interventions under this sub-thematic area

focused on making a sufficient pool of qualified women political aspirants and candidates available (through increasing knowledge, skills and self-confidence), increasing public awareness about the importance of women's political involvement and influencing political structures and norms at the national and local level.

FGE grantees supporting women's participation in electoral processes – as voters, candidates and elected representatives.

What Strategies Worked and Why?

- ✓ Garnering community-level support for women's political participation

In **Kenya**, best practice was found to involve linking leadership training with enhancing the consciousness of leaders on key issues that affect community everyday. Addressing these 'bread-and-butter' issues helped build community support for women's participation since it led to immediate practical benefits.

In **Palestine**, FGE supported the establishment of a 'civic participation committee' in each locality, which was the culmination of progressively increasing networking at the local level.

- ➔ One lesson from the Kenya GROOTS programme is to map formal, informal, visible and invisible centres of power before designing interventions.

- ✓ Facilitating access of marginalized women to electoral processes

Through a number of FGE projects, grantees undertook effective actions to

ensure that the most marginalized women were not excluded from electoral processes. As a result of sensitization campaigns and information sessions, women from rural areas and ethnic minorities learned about their political rights and were supported to obtain identity cards entitling them to vote.

In **Guatemala**, facilitating access to ID cards and electoral registration was not initially part of the project's scope but turned out to be a key component added in later stages. Facilitating women's access to basic knowledge of their national community organization/system was found to be a pre-requirement for more effective political participation.

- ✓ Building the capacity of women candidates

A number of FGE projects invested significant effort to build the capacities of women candidates with impressive gains made in terms of numbers.

- ➔ In **Mexico**, the SUMA initiative implemented by the grantee Equidad de Género's organized training programmes with women candidates and politicians focusing on personal aspects of leadership, self-knowledge and subjectivity. It also conducted programmes on WEE, governance and democracy, while the mentoring workshops monitored and strengthened women's decision-making and negotiation skills. According to the evaluation, these interventions yielded impressive results. The 2011 election in Michoacán witnessed an increase in the number of women mayors from 5 to 12 percent. In the 2012 federal and state elections there was marked

upturn in women's political participation. Of the 500 federal deputies, there was an increase from 116 women deputies to 184 women, a 13 percent improvement. In the Senate, women now hold 42 out of 128 seats, 33 percent, and in the municipalities, the percentage of women municipal presidents grew by 3 percent.¹⁸

The evaluations found however that influencing the number of women elected and nominated proved to be more difficult due to structural barriers and a high degree of resistance. The projects demonstrated that this is easier to achieve in decentralised and devolved structures. For example, in **Kyrgyzstan**, whilst efforts to build capacities of women candidates were regarded as effective by the evaluation, a significant gap in the project was that women leaders were not trained to work with political parties and lacked an understanding about the culture and dynamics of political party engagement.

Conclusions of the evaluations also found that FGE projects had greater success in working directly with women and communities than with political parties.

✓ Supporting elected female representatives to be effective leaders

A number of FGE projects provided important support to elected women representatives by facilitating their access to strategic practical knowledge and peer networks as well as their contact with their constituencies. Such interventions enabled elected leaders to improve their capacity to understand and represent women's needs and priorities.

In **Guatemala**, women leaders were supported to actively participate in and influence political meetings and activities. This is not always easy – in **Pakistan** the programme identified the greatest challenge as enabling women parliamentarians to have confidence in initiating legislation and bringing resolutions to parliament. However, there were some good experiences of success, including to good performance record of elected women representatives associated with the GROOTS programme in **Kenya**.

 **Good Practice: Pakistan**

In Pakistan, 22 women parliamentarians from the Khyber Pakhtunkhwa Province managed to include for the first time ever a project on Women's Political Participation in the provincial Annual Development Plan for 2014–2015, with an allocated budget of approximately \$400,000, to build the capacities of female members of the Provincial Assembly through the School of Local Government. As part of the project, a Gender Equality Network (GEN) was formed and institutionalized, the first of its kind to connect women's advocates with women parliamentarians to push for issues related to education, sexual harassment, women's economic development and budget allocations.

✓ Changing legislative frameworks and use of strategic litigation

Advocacy, lobbying and strategic litigation (test cases) are all means that have been used to bring about changes in the legal framework that affects gender equality and women's human rights.

➡ In **Mexico**, the SUMA initiative supported the litigation of strategic cases of political rights violations,

¹⁸ FGE Mission Brochure, 2012.

bringing about significant binding court resolutions. According to the project evaluation, this, along with a mentoring project, were two of the successful strategies contributing to an increase in women state legislators by 23 per cent and municipal presidents by 53 per cent.

- ➔ Under the project, “Inclusive Democracy: Ensuring Women’s Political Rights in **Egypt, Libya and Yemen**”, the grantee Karama supported the establishment of local, national and regional civil society networks to increase Arab women’s political representation. The project contributed to the adoption of 11 gender-equitable pieces of legislation in the three countries, in addition to progress through representational quotas for the Yemeni and Egyptian constitutions.

 **Lesson Learned: Kenya GROOTS project**

In **Kenya**, under the GROOTS project, the evaluation report concluded that in order to be effective, the focus of building women’s effective capacity to participate in politics needs to be grounded in an understanding of technicalities of democratic governance and political institutions, processes, structures and culture. Projects on WPP therefore need to fully analyse the political context in order to design effective strategies and approaches that respond to the nuances of political party organizing and power dynamics. Doing so will enable women to be more strategic in securing political advances.

Women’s Economic Empowerment

Summary of FGE Approaches and Regional Trends

Of the 22 evaluation reports reviewed, only five related to WEE (see Table 3 for a full breakdown).

The overall focus of FGE interventions was on positioning women to claim rights and entitlements. Projects sought to address women’s poor working conditions, barriers to labour market participation and lack of productive assets including land and property.

Most programmes in **Africa** and the **Arab States**, prioritized supporting rural women’s access to and control of resources, whilst those in the LAC and AP region regions placed a greater focus on supporting access to social protection and decent work.

Rural women prevailed as key beneficiaries in WEE projects implemented in **Africa** and the **Asia Pacific** region although other socially and economically vulnerable groups such as low-income women, women living with HIV, informal workers and indigenous women were specifically targeted by a significant number of grantees. In the **Asia Pacific** region, experience was gained in strengthening economic livelihoods among HIV positive women and lower income women.

Supporting Rural Women to Access and Control Resources and Assets

A capabilities approach to empowerment emphasises the importance of women having access and control over assets

(physical, financial, knowledge, social, cultural) in order to be able to live lives that they have reason to value. A number of FGE initiatives supported asset creation or the renegotiation of asset control and ownership (especially land) from men in order to support women's livelihoods. Some attempted to use this as a platform to leverage transformation changes in gender relations, including through enhanced political empowerment.

What Strategies Worked and Why?

- ✓ Increasing women's incomes to support greater control and decision making power over earnings

With FGE support, increased incomes for women, including through livelihood support, enabled them to take control and make decisions on the use of their income.

As a result of the DWALI project in **India**, programme beneficiaries not only increased their access to work entitlements but also increased their control and decision making power over earnings.

The evaluation of work in **Cambodia** found that livelihood support activities were successful, with women generating increased income to support their daily expenses and achieve better food security and nutrition. Activities were most successful where women had existing resources, (i.e. not the poorest), few dependents, and are not impacted by shocks (floods, disease and theft). Comprehensive programme design thus requires contingency measures to be included.

The experience of the India PRADAN project however found that improvements in livelihoods and income should be addressed in the broader perspective of

overall wellbeing of the family and that interventions need to look beyond income poverty in order to make a lasting dent on overall poverty, which is influenced by inequality of gender, especially in endemic poverty regions.

- ✓ Increasing women's understanding and ability to exercise their rights

As a result of the project "Beyond Raising Awareness Shifting the Power Balance to Enable Women to Access Land in **Rwanda**" men and women in 60 villages had greater understanding of women's legal rights to own and control land and women were more effectively able to claim and defend their land rights before informal and formal dispute resolution mechanisms. Women and men that participated in the community dialogues became aware of how traditional values can be challenged and overcome and some women have since been able to negotiate their land rights with their husbands, fathers and brothers.

"Feminist ideologies of the 'self' has [sic] to be central to the mainstreaming and 'genderisation' process. The 'I' factor is the most critical element in this approach, for when women understand what constitutes 'I' they also realise the importance and centrality of it." India

Experience from **Rwanda** emphasised that knowledge of rights needs to be combined with practical access to trained paralegals and support for costs to attend court if it is to translate into women exercising these rights.

In **India**, the DWALI project contributed substantially to bringing about changes in the lives of marginalised Dalit women in eight districts of Andhra Pradesh and Uttar Pradesh. Due to the project, thousands of Dalit women are more empowered socially,

economically and politically. They are able to exercise their rights to claim the benefits provided by the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA).

Ensuring Decent Work and Social Protection

Under this sub-thematic area, FGE interventions focused largely on enabling marginalized groups in the work force, such as migrant and domestic workers and low-income women, to access social protection services. A number of FGE projects also fostered innovative strategies and alliances to support women's equal participation in the labour market.

What Strategies Worked and Why?

- ✓ Strengthening women's trade unions to advocate for political reforms

Strategies that are relevant to the future support of trade unions include job shadowing, which was found to be unique strategy for supporting skills and experience of young activists in Palestine to create impact in formal settings.

The importance of these efforts was highlighted in India: ***“collectives give women space and strength to negotiate, and that economic stability gives them freedom to think about themselves and other related issues.”***

- ✓ Increasing awareness about the situation of migrant and domestic workers and promoting legislative changes to recognize their rights

Conducting robust surveys to further know the situation of most vulnerable sectors such as domestic workers and widely

disseminating its results proved to be a successful strategy to raise awareness and debate in **Brazil**.

- ✓ Connecting/creating networks for home-based workers and other economically marginalized groups (peer learning/exchange)

Work in **India** found that Self Help Groups can be effective in demanding the rights of members when they are supported with both initial capacity development and an ongoing of process of 'hand-holding'. In another Indian programme, success was tied to a management structure that supported peer learning among partner orgs and continuous piloting of innovations.

- ➡ In **Kyrgyzstan**, the KyWRAW network became a direct advocacy mechanism to push local government officials to implement legislation related to economic and political rights of women.

Lesson Learned from Cambodia:

In **Cambodia**, important lessons learned highlighted in the evaluation report were that project design for livelihood support for women living with HIV should be based on good practice in all relevant areas. A community-based approach, rather than one that is HIV-exclusive, was recommended. In the case of poor women living with HIV who have dependents and few resources, HIV-sensitive social protection approaches may be a better alternative, at least as an entry point than livelihood support.

- ✓ Engendering existing employment schemes

The DWALI project in India has shown how an important job scheme by the Government of India could be implemented to give access to the most marginalised

women even in conservative, rural settings. The programme secured decent employment for 14,000 Dalit women by increasing their access to entitlements under the Mahatma Ghandi National Rural Employment Guarantee Act (MGNREGA). As a result of the project intervention, Dalit women also increased their control and decision making power over their earnings.

Cross-cutting Areas

The following lessons were found to be present across the thematic areas and may be applied to majority of WEE/WPP programmes.

Engaging men and boys

The importance of engagement of men and boys was assessed by FGE project evaluations as a key contributing factor in interventions aimed at developing gender-responsive legislation and policies, increasing women's leadership and political participation.

Engaging men was also assessed as an effective strategy for creating an enabling environment in households and communities for women's increased public and political participation.

- ➔ As a result of its strong focus on community engagement, through the PRADAN-Jagori project in **India**, the behaviour of men changed and they were beginning to give greater space to women in decision-making. Also, increased involvement of men doing household chores, led to more time for women to engage in such activities.
- ➔ In **Kenya**, under the GROOTS project, the use of a community-

organising model which included male champions for women's leadership was assessed as one of the most promising strategies for safeguarding normative gains for women's rights and legitimate claims as equal citizens. The evaluation of the project concluded that inclusion of male allies facilitated women's empowerment work. It demystified gender concepts and allowed messages to get into spaces that are often closed to women.

- ➔ In **Palestine**, efforts to advocate for a gender-responsive constitution demonstrated that widening the membership of the CSC to include men was crucial for engaging men. It also showed that men can work alongside women to support GEWE and that it cannot be achieved without the involvement of young men.
- ➔ In **Kyrgyzstan**, the evaluation concluded that engaging and sensitizing men with women is vital for efficient gender mainstreaming into development strategies and budgets. The need for future programming to include more men from government and legislative institutions at all levels was therefore identified.

Engaging with men and boys was also regarded as an important contributing factor in achieving attitudinal and behavioural transformation at the community level. Several of the projects demonstrated that such changes have contributed towards improved power dynamics within the family; however translating these changes into more gender equitable social norms has proved to be more challenging. An exception to this was in **Palestine** under the project "Towards a Gender Sensitive Palestinian Constitution".

The project proved that the participation of young men in trainings around women issues and the revision of the gender sensitive constitution influenced their perception and convictions about women's rights and gender equity. Their exposure to issues (whether through trainings, debates and discussions) required many of them to think and act in new ways, to reconsider traditional images of manhood, and to reshape their relationships with women.¹⁹ One male participant explained, *'I used to perceive the cultural practises towards women as a 'normal process', without realizing that these practises affects women and their rights. Now, I can truly say that I do advocate for women's rights.'*

Another notable good practice has been the GROOTS project where male champions of GEWE were able to positively influence their communities and society more broadly in order to pave the way for increased social acceptance and support for women's public and political participation.

Highlighted Good Practice:

In Kenya, the GROOTS project has established mixed gender task forces at the local level to promote women's leadership. A cohort of 650 men, including women leaders' spouses and equality advocates, mobilized to publicly support the constitutional provision for a mandatory gender quota in all appointed and electoral bodies. Men champions have engaged with the council of elders, religious leaders, the judiciary and other opinion leaders to change community perceptions. They have also managed to mobilize other men, including by mentoring adolescents.²⁰

In a number of cases, it was found that men were also beneficiaries of project effects. For example, in **Guatemala** men benefited from interventions that promoted electoral

registration for everyone in target communities.

Information and Communication Technologies

A number of FGE projects used information and communication technologies (ICTs) as a tool for learning or for action and social change. Mobile devices were used by a number of FGE grantees in order to support advocacy efforts and allow for peer-based exchanges of information and knowledge between elected women, leaders and communities.

In India, ICT was used in 3 sites to position elected women representatives and leaders to become generators, providers and users of information – breaking male control over information and communications and positioning women as key interlocutors in a local governance context.



Highlighted Good Practice:

In **India**, IT for Change and its partner organizations Kutch Mahila Vikas Sangathan (KMVS) and ANANDI supported rural and socially excluded women to participate effectively in political processes through the use of techno-social innovations. This includes an Interactive Voice Response (IVR) platform for telephone information exchange among elected women and women's collectives; media-based learning for elected women; a Geographic Information System (GIS) to map issues of community concern; and a network of women-owned digitally enabled centres where marginalized women can access information and claim entitlements. More than 800 elected women have also been connected to their constituencies, making them more effective leaders. Over 100 local government resolutions benefiting women have been passed – facilitating better access to land, health centres,

¹⁹ FGE 2014 Annual Report.

²⁰ FGE 2014 Annual Report.

schools, water and sanitation – and 7,000 entitlement claims have been processed.²¹

Role of Youth

Many FGE grantees recognized the importance of involving young women and men in designing and implementing activities, not only as future leaders but also due to their untapped potential as changemakers.

Engagement of youth in the reflection and revision process of a gender sensitive constitution happened for the first time in **Palestine**. It proved that involving young women and men, whose experience in legal and technical issues was minimal, is a strong tool to integrate their needs in legal reform process



Highlighted Good Practice:

In Palestine, the project, *Towards a Gender Sensitive Palestinian Constitution Project* has demonstrated the value of mobilizing youth and grassroots organizations towards supporting women's rights and gender sensitive legislations. It has demonstrated how with good capacity building, techniques and advocacy tools young women, supported by men, can be part of a driving force for change and influence of other opinion and decision makers towards instigating a public discussion around social justice and social inclusion issues. It enabled youth to engage with important issues around identity, rights of underprivileged groups, social and political participation, effective citizenship and nature of economic and political system they want to advocate for.²²

²¹ FGE Annual Report, 2014, p. 31.

²² FGE Annual Report, 2014

5. CONCLUSIONS & RECOMMENDATIONS

Effectiveness

Based on Insights 10, 11, 14, 16, 22

Strength: project and programme design was found to be of generally high quality, supporting strong management and – in most cases – delivering the intended results.

Challenge: there is scope for analysing and sharing practices and models of FGE-supported interventions across the world. Although there are regional trends in terms of programme conceptualisation, many activities are found to be similar around the world.

Challenge: the need for longer project timelines for interventions aimed at changing deeply rooted social structures and norms and strengthened sustainability strategies to allow for replication and scaling up of successful initiatives.

Recommendations:

- ➔ Explore opportunities to extend the timeframe of the grants mechanism to a four-year timeframe in instances where more transformative changes are sought.
- ➔ Further strengthen the quality of programme design by developing a database of the practice, models and results of FGE interventions – and using this to help establish clear quality requirements for future proposals.
- ➔ Deepen the analysis of the most common theories of change used in programmes in order to test these (and to contribute to refining the UNW Flagship theories of change in the process). Examples of these theories include: 1) self-

consciousness leads to women fighting for their empowerment; 2) political actors must be sensitised to gender issues before transformative change can emerge; 3) GEHR are achieved primarily through shifting the community consensus and/or the laws and institutions that enforce this.

Organisational Efficiency

Based on Insight 6

Strength: responsiveness to the political context and changes in the dynamics of power has helped to gather momentum and increase impact of interventions at critical times.

Challenge: there is scope to more consistently build resilience and contingency into programme design so as to mitigate against political instability and shocks.

Challenge: it is acknowledged as particularly difficult to establish clear baselines with regard to the dimensions of change that most FGE projects are pursuing.

Recommendations:

- ➔ Continue to reinforce the importance of a clear and shared management structure for projects based on partnerships that facilitates coordination, joint planning and oversight as well as ownership by stakeholders
- ➔ Define clear governance structures with explicit roles, functions and responsibilities (such as Project Steering Committees or project

supervisory boards) in order to ensure efficient and effective programme implementation.

- ➔ Ensure that the design of programmes includes measures to address contingency and resilience as well as clear baselines to capture dimensions of change during implementation.

Relevance

Based on Insights 1, 2, 3, 4, 8, 12, 13

Strength: FGE's adaptability and demand-driven approach consistently leads to programmes that are designed to be – and remain – highly relevant to their (changing) contexts, most especially at the local level.

Challenge: with a few notable exceptions (such as projects to influence the constitution), impacts of FGE interventions are concentrated mainly at the local level (micro scale) – without the time nor mechanisms to leverage broader transformative changes.

Challenge: Mutual responsibilities between FGE and UN Women have not always been clear in the implementation and supervision of interventions.

Recommendations:

- ➔ Leverage the flagships initiative in UN Women to enhance synergies and clarity of roles with UN Women decentralised offices and the Fund. Support these synergies with coordination mechanisms at the regional and global level with policy advisors (for intervention design and analysis) and programme advisors (for implementation support).
- ➔ Taking into account changes in the grant sizes of different rounds,

investigate options to promote FGE interventions that target the meso and macro level of change – especially by supporting the emergence of local capabilities of civil society to envision, design and demand support for transformative interventions (including through synergies with other initiatives).

- ➔ Continue to build on work with men and boys to enhance the effectiveness and impact of both WPP and WEE interventions.
- ➔ Empower existing FGE-supported networks and self-help groups by promoting the ICT approaches developed by grantees – particularly in India – more widely across FGE interventions.
- ➔ Within WEE, ensure that interventions that aim to enhance knowledge and self-awareness about one's rights are combined with practical assistance that enables women to put their learning into action – most especially in terms of income generating activities, business incubation, transport, health and social protection services.
- ➔ Within WPP, continue to support spaces and capacity for women leaders to engage with communities (either directly or through media as an interlocutor) in order to better understand, represent and address their day-to-day needs.

Sustainability

Based on Insights 5, 7, 9

Strength: grantees have included diverse and non-typical blends of stakeholders, with the range of partners being shown to

help increase impact and ensure sustainability.

Strength: in many cases, supporting existing national and grantee priorities was found to have increased the likely continuity of project benefits.

Challenge: multiple layers of partners working at different levels within interventions adds to complexity and the need to support effective collaborative working (including co-management).

Challenge: supporting the individual capacity of duty bearers is rarely sufficient to institutionalise GEHR.

Recommendations:

- ➔ Strengthen the guidance and requirements for grantee

applications that are conceived with a mix of actors in terms of coordination mechanisms and contingency plans in case of conflicts.

- ➔ Enhance training and capacity development interventions with strong targeting strategies, medium-term accompaniment (hand-holding), and longer-term monitoring systems.
- ➔ Continuous investment in networks and partnerships promises to both enhance the sustainability of interventions and boost the management capabilities of grantees.

Annex 1: Meta Evaluation and Analysis Terms of Reference

The full Terms of Reference for this work are available in PDF:

<https://www.dropbox.com/s/j0q0c1ankgh6ksw/TOR%20-%20FGE%20Meta-Evaluation%20and%20Meta-Analysis%202015.pdf?dl=0>

Terms of Reference

Fund for Gender Equality Meta-Evaluation and Meta-Analysis

Type of Contract: Consultancy

Based in: Home Based

Estimated Time period of Contract: 14 weeks

Application Deadline: 10 June 2015

Please send your proposals to: caroline.horekens@unwomen.org by 10 June 2015

Background

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) is dedicated to the achievement of gender equality and the empowerment of women. The mandate and functions of UN Women call for the promotion of organizational and UN system accountability on gender equality through evaluation, strengthening evaluation capacities and learning from evaluation, and developing systems to measure the results and impact of UN-Women with its enhanced role at the country, regional and global levels.

UN Women's multi-donor Fund for Gender Equality (FGE) was launched in 2009 to fast-track commitments to gender equality focused on women's economic and political empowerment at local, national and regional levels. The Fund provides multi-year grants ranging from US \$200,000 – US \$1 million directly to women's organizations and governmental agencies²³ in developing countries; it is dedicated to advancing the economic and political empowerment of women around the world. With generous support from the Governments of Spain, Norway, Mexico, the Netherlands, Germany and Switzerland²⁴, current grants have reached 9.4 million beneficiaries, including by equipping women with leadership and financial skills, and by helping them secure decent jobs and social protection benefits.

²³ Starting its 3rd grant-making cycle in 2015, the Fund will award grants to CSOs only.

²⁴ In 2014 FGE partners grew to 17 donors, including governments (adding Japan and Israel to the list mentioned above), private sector and foundations, UN Women National Committees and individual donors.

The Fund provides grants on a competitive basis directly to civil society organizations to transform legal commitments into tangible actions that have a positive impact on the lives of women and girls around the world. Its mandate seeks to further the Beijing Platform for Action, the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Security Council Resolutions 1325 and 1820, the Millennium Development Goals (MDGs), and regional agreements such as the Protocol on the Rights of Women in Africa and the Belen do Para, among others.

Across these grants, the Fund advances two major inter-related programme priority areas:

- **Programmes focused on women’s political empowerment** aim to increase women’s political participation and good governance to ensure that decision-making processes are participatory, responsive, equitable and inclusive, increasing women’s leadership and influence over decision-making in all spheres of life, and transforming gender equality policies into concrete systems for implementation to advance gender justice.
- **Grants awarded for women’s economic empowerment** seek to substantially increase women’s access to and control over economic decision-making, land, labor, livelihoods and other means of production and social protections, especially for women in situations of marginalization.

Since its launch in 2009, the Fund has delivered grants totaling US \$56.5 million to 96 grantee programmes in 72 countries. Awarded programmes reflect a range of interventions in commitments to gender equality laws and policies and embody unique combinations of strategies, partnerships and target beneficiaries.

FGE was established as a bold investment in women’s rights, testing a more focused and better-resourced modality for catalyzing and sustaining gender equality and efforts. Its Programme Document sets forth its mandate to track, assess, and widely share the lessons learned from this pioneering grant programme and to contribute to global know-how in the field of gender equality.

Undertaking strategic evaluations of programmes are a vital piece of FGE’s mandate. The Fund follows a decentralized evaluation approach, by which grantee organizations are responsible to manage (or co-manage) independent evaluations of their programmes, following the guidance and oversight (and in some cases co-management) by FGE’s Regional Monitoring and Reporting Specialist and UN Women field offices. Grantee organizations are expected to follow UN Women/UNEG evaluation guidance provided.

As such, since the Fund’s inception, more than 32 evaluations have been undertaken across the globe, including Mid-Term Evaluations (MTE) and Final Evaluations (FE), and 14 more are currently underway.

The wealth of information captured through these 32 evaluation processes have provided knowledge both on substance of FGE’s supported work on namely political and economic empowerment of women, as well as on the Funds monitoring and evaluation functions and processes. In order to better capture this wealth of information and to use it in a way that it contributes to the Fund and its stakeholders learning process, FGE will undertake

a Meta-Evaluation and Analysis of selected reports. The current consultancy will cover MTE and FE Reports that have been finalized by June 1st 2015, however, in the case of programmes that have finalized both a MTE and a FE (7 cases), only the FE report will be part of this exercise²⁵; in total 25 reports will be included in this exercise. For ease of reference from here onwards, the reports that will be part of this evaluation will be stated as Evaluation Reports (ER).

1. Justification

The purpose and role of evaluation at UN Women / FGE is to contribute to learning on best ways to promote gender equality and women’s empowerment, enhance UN Women’s accountability, and inform decision-making, planning and future programming. By providing evidence-based information, evaluation contributes to UN Women’s role to generate knowledge on what works to advance gender equality and in particular, for women’s economic and political empowerment.

As such, the FGE is seeking a consultant or team of consultants (here on after named “consultant” for easy reference) to conduct a Meta-Evaluation and Meta-Analysis of the 25 evaluation reports.

The selected consultant will work in two phases:

- (1) **First Preliminary Phase – Meta-Evaluation:** review the FGE evaluation reports produced to assess them against a tailored set of GERAAS²⁶ standards and produce a brief report on the quality and ratings of the reports evaluated.
- (2) **Second more Substantive Phase – Meta-Analysis:** the consultant will review the reports that have been rated “satisfactory and above”²⁷, and produce a meta-analysis report by synthesizing key findings, recommendations, conclusions, and lessons learned. This is required to develop constructive lessons for future systemic strengthening of programming, organizational effectiveness and the evaluation function.

Whereas the Meta-Evaluation provides a rating of the quality of evaluation reports according to UN Women standards; the Meta-Analysis synthesizes the key findings, conclusions, and recommendations of the body of final evaluation reports that meet UN Women quality requirements.

2. Methodology

The consultancy will have **two phases/components**:

²⁵ This can be discussed further with evaluation experts during the Inception Phase.

²⁶ All interested applicants are invited to read the Global Evaluation Report Assessment and Analysis System (GERAAS):
<http://www.unwomen.org/~media/headquarters/attachments/sections/about%20us/evaluation/evaluation-geraasmethodology-en.pdf>

²⁷ To be discussed further with the evaluation experts during the Inception Phase.

Phase 1 – Meta-Evaluation - ME: Review the 25 evaluation reports produced from 2009 until 1 June 2015 that will be part of this exercise and undertake a meta-evaluation of these.

The purpose of the ME is to capture the quality of evaluation reports. This is required to develop constructive lessons for future systemic strengthening of evaluation, and to allow possible trend analysis to examine changes in the quality and credibility of evaluations managed by FGE’s grantees. This phase is mainly designed to strengthen FGE’s evaluation capacity by providing practical recommendations to improve future grantee evaluations.

This will be done, as possible/feasible based on UNW/GERAAS and UNEG standards. Please note that the Evaluation Management Team will work with the consultant once selected, to ensure the applicability of the existing tools to ensure these are tailored to this assignment, for which this preliminary phase of quality verification of reports, is to be done in a coherent but rapid way as the main goal of FGE is linked to the Meta-Analysis of findings (see below). For example, out of the 8 parameters used in a detailed GERAAS process, potentially the four parameters “methodology, findings, conclusions and recommendations” which are the “yardstick of a good quality report” (UNW GERAAS guidance page 7) could be the ones assessed.

Phase 2 – Meta-Analysis - MA: Evaluation Reports that are found to be “satisfactory or above” (using GERAAS), will be selected to take part in the Meta-Analysis. The MA aggregates the recurrent findings, conclusions, lessons learned, good practices and recommendations that have come out of FGE evaluations. The Meta-Analysis is poised to provide a basis to better understand UN Women FGE programme interventions around the UNEG criteria (relevance, effectiveness, efficiency, sustainability and impact). It also provides further analysis on the progress made against FGE’s goals and priorities (and strategies) in the two areas of women’s economic and political empowerment.

This could include, for example, answering questions like: What are the strengths that emerge from the evaluations of FGE regarding political and economic empowerment? Which types of efforts/strategies being implemented have shown high degrees of relevance, effectiveness, sustainability, efficiency and impact and what factors have contributed to this or inhibited success? Are there any patterns and lessons to be learnt regarding results produced by FGE programmes in general? Are there findings and conclusions that point in the same direction? What strengths and challenges do the evaluations expose with regard to FGE’s effort to (1) Women’s political empowerment and (2) women’s economic empowerment? To be explored and discussed further during Inception Phase and after Meta-Evaluation Phase.

The Meta-Analysis will be an important knowledge piece for FGE that has been implementing over 96 programmes on economic and political empowerment for more than 5 years now. The MA helps to paint a global perspective of UN Women FGE interventions at different levels and facilitate better understanding and insight on what works to advance gender equality and women empowerment.

The synthesis of this information will support the use of evaluation findings by UN Women and FGE as well as its grantees. It will also inform donors and other development

partners about the effectiveness of the interventions supported by the FGE in its 6 years of existence. Usability will be ensured through different strategies, including tailoring of the deliverables to ensure that the results of the ME and MA are captured in a way that stimulates sharing and understanding of knowledge. Note that 4 stand-alone knowledge pieces (2 pagers of trends per region or strategies per theme for example) will be part of this MA Report.

3. Expected Deliverables

The three main expected deliverables of the consultancy will be²⁸:

1- Inception Report		
<p>This report will be completed after initial desk review of program documents. It will be 7 pages maximum in length and will include:</p> <ul style="list-style-type: none"> • Introduction • Background to the evaluation: objectives and overall approach of both phases of this exercise. • Identification of evaluation scope (see points above regarding reports to be included and excluded). • Description of evaluation methodology/methodological approach. • Work Plan with dates and deliverables. 	<p>Expected Duration: 1 week</p>	<p>Management Notes:</p> <ul style="list-style-type: none"> • This report will be used as an initial point of agreement and understanding between the consultant and the Evaluation Manager & Reference Groups. • Payment: 10% of total on approval of deliverable.
2- Meta-Evaluation Report of FGE		
<p>An 8-10 page Meta-Evaluation report with findings and assessment based on UNEG and GERAAS standards, all ER will be qualified: [Very Good, Good, Satisfactory, or Unsatisfactory] and key concrete recommendations for FGE on evaluation and RBM will be provided. It will include:</p> <ul style="list-style-type: none"> • Executive Summary (1 page) • Assessment/systematization of key strengths and weaknesses observed/identified and lessons learned and good practices emerging from the review of the 25 FGE evaluation reports. (5 pages) • A set of concrete recommendations for UN Women FGE to improve evaluation based on RBM programme management. (2-3 pages) • Annex: Scoring of the quality of the 25 ER using GERAAS tool (tailored to this assignment as needed) using the Quality Review Template (GERAAS Annex III) of each of the 25 reports. 	<p>Expected Duration: 4-6 Weeks</p>	<p>Management Notes:</p> <ul style="list-style-type: none"> • The final Meta-Evaluation report will go through a process of review and approval by the Reference Group. Final approval of findings will be done by FGE Chief. Once approved Phase 2 can begin with selected Evaluation Reports. • Payment: 45% of total on approval of deliverable.
3- Meta-Analysis Report of FGE		
<p>This report will analyze and synthesize what are some of the findings, conclusions, recommendations and lessons</p>	<p>Expected Duration:</p>	<p>Management Notes:</p>

²⁸ Please see Annex for additional information on reports. Please note that the UN Women Evaluation checklist for reports will be shared with the selected evaluation experts as will all other tools as per UN Women Evaluation Handbook. <http://genderevaluation.unwomen.org/en>

<p>learned and best practices from selected programme evaluations undertaken worldwide.</p> <p>It will be a 25 page report that will help to paint a perspective of the achievement of FGE programmes vis-à-vis its two goals: political and economic empowerment of women.</p> <p>The MA is poised to provide a basis to better understand FGE interventions and achievement of its goal and outcomes in the areas of women’s economic and political empowerment.</p> <p>The content of the report will be discussed with the consultant in detail prior to the MA phase starting – after the ME is finalized and there is a clearer picture of what programme ER will be part of the MA. However, it is important to note that this report will include 4 knowledge pieces produced by the consultant: this can be, for example, 2 page document on strategies that work per Outcome or an analysis of trends per region, etc.</p>	6-8 Weeks	<p>The contents and structure of the MA report will be discussed and reviewed by and EM/RG and FGE Chief after completion of Phase 1.</p> <p>The final Meta-Analysis report will go through a process of review and approval. Final approval of findings will be done by FGE Chief.</p> <p>Payment: 45% of total on approval of deliverable.</p>
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Annex 2: Meta-Evaluation and Analysis Reference Groups

Evaluation Management Team (EMT)

Elisa Fernandez, Chief of FGE

Caroline Horekens, Evaluation Manager (EM)

Rebecca Bahr, Operations Management/Finance FGE

Reference Group (RG)

Elisa Fernandez, FGE

Caroline Horekens, FGE

Sara de La Pena, FGE

Laura Gonzalez (LAC) // Gaelle Demolis (Africa) // Rana El-Houjeiri (Arab States) //

Nancy Khweiss (ECA) // Caroline Horekens (AP), FGE

Yumiko Kanemitsu (cc: Marco Segone), UN Women IEO

Eduardo Pereira, UN Women

Marta Val (UN Women)

Abigail Neville (UN Women)

Nuria Soria (UN Women)

Ms. Nava San Miguel Abad, Spanish Foreign Ministry

Broad Reference Group (BRG)

Maria Noel Vaeza, UN Women Programme Director

Daniel Seymour, UN Women Deputy Programme Director

Purna Sen, UN Women Policy Director

Messay Tassew, UN Women Independent Evaluation Office

Cyuma Mbayiha, UN Women CARO

Caspar Merkle, UN Women ESAR

Mona Selim, UN Women AS

Getrude Matsika, Zimbabwe FP

Nuntana Tangiwit, Asia Pacific FP

Allaa Eddin Ayesh, Palestine FP

Mehtap Tatar. A, ECA Regional Office FP

Comfort Lamptey, Governance and Peace and Security advisor WCARO

Josephine Odera, Governance and Political Participation Advisor ESARO

Hanny Cueva Beteta, Governance and Peace and Security Advisor Asia Pacific

Sally EIMahdy, Governance and Peace and Security Advisor Arab States

Asa Torkelsson, Policy Advisor Economic Empowerment ESARO

Francisco Cos Montiel, Policy Advisor Economic Empowerment ROAP

Nilufer Cagatay, Policy Advisor Economic Empowerment ECA

Hilda Issa, Grantee from Palestine NGO PCPD

Madhu Khetan, Grantee from India NGO PRADAN

Annex 3: List of Sources Consulted

In addition to the 22 evaluation reports review for this Meta Analysis review, the evaluation also consulted a number of FGE and UN Women documents which provided important institutional and contextual information for the development of this report.

1. UN Women Flagship Programming Initiatives, UN Women 2015.
2. UN Women 2014-17 Strategic Plan.
3. FGE Project Document: http://www.unwomen.org/wp-content/uploads/2011/07/FGE_ProjectDocument.pdf
4. FGE Monitoring and Evaluation Framework: http://www.unwomen.org/wp-content/uploads/2011/07/FGE_MandE_Framework.pdf
5. FGE Guidance: Results-based Management, Key Concepts and Definitions, July 2012.
6. FGE, Grantee Implementation Guide.
7. FGE, 2014, Annual Report
8. FGE Mission Brochure, 2012.
9. FGE Results Brochure, 2012
10. ¿Qué podemos aprender de las evaluaciones de ONU Mujeres en América Latina y El Caribe? Meta-análisis de las evaluaciones del periodo 2011 a 2014

Annex 4: Evaluator's Profiles

Joseph Barnes

ImpactReady's Senior Partner for Consulting, Joseph Barnes has over a decade of experience in performance management, starting with working on monitoring and evaluation for the UN (UNICEF, WFP, UNDAF) in Ethiopia in 2003. As a Senior Consultant for IOD PARC and was a central member of the original GEROS design team, and was the lead writer for GEROS from 2009-2011. Since that time he has provided backstopping to GEROS by reviewing reports where Universalia had a conflict of interest. In 2013, Joseph developed and produced the first meta-evaluation and meta-analysis for UN Women's GERAAS system, adapting this to mainstream the UN SWAP indicators in 2014. In the past four years, he has designed and led a corporate thematic evaluation for UN Women (based on advanced participatory methods), Country Programme Evaluations for IrishAid and UN Women, programme evaluations for DFID, British Council and NRC, an impact evaluation for WFP, and multiple project evaluations. Joseph has been a member of the DFID evaluation helpdesk for IOD PARC since 2008.

Jo-Anne Bishop

Jo-Anne has over 15 years of experience in results-based programme management and programming, with extensive knowledge about human rights and gender issues. For over 10 years she has held senior positions as, Head of Tolerance and Non-Discrimination Department for the OSCE Office for Democratic Institutions and Human Rights, Director of the Canadian Governance Support Office in Afghanistan and Advisor to the Secretary of State for the Promotion of Equality in Timor-Leste. Her experience also includes work with UN Women, UNDP, IOM, the Afghanistan Independent Human Rights Commission and Government of Timor-Leste to develop and review strategic plans and performance monitoring frameworks. Jo-Anne has served as evaluation co-team leader for a recent corporate evaluation for UN Women, led a highly rated regional evaluation for UN Women, and has undertaken programmatic and utilization-focused evaluations for UNDP and national governments.

Sara Vaca

Sara Vaca is an evaluation methodologies and data visualisation specialist. She has worked with the Organizational Development department of the International Federation of Red Cross and Red Crescent secretariat, to reinforce and support National Societies (national Red Crosses) to enhance their domestic work and also to strengthen the International Movement of Red Cross (international network). This included developing a comprehensive National Society Development Framework. Sara is also trained in process management, quality management, and Total quality management (ISO standards, EFQM). Sara is currently leading the development of EvalYear.com. She is a meta-evaluator for the UN Women GERAAS system and the Fund for Gender Equality.