

Cooking the Tastiest Stew: Finding the Ingredients for Cutting Edge Gender Equality Programming

Evaluation of CARE Canada's 2007 – 2012 Partnership Program

Presentation Agenda

- What is the Program Agreement and why evaluate it for gender results?
- What were the evaluation criteria?
- How did different projects in the PA fare against the evaluation criteria?
- Did the Program Agreement see any gender transformation?
- What will CARE Canada do with this evaluation?



The Program Agreement

- Ran from 2007 – 2012.
- Funded by CIDA as core funding for multi-country programs.
- 22 different projects ranging from two to five years budgeted between CAD \$500,000 to \$4 million.
- Overall goal of strengthened livelihoods, but individual projects addressed food security, education, economic growth, youth and community development, climate change, HIV/AIDS and other areas.
- A specific budget for evaluation and learning.

Countries with PA Projects




PA Goals and Gender Sensitive or WE Indicators



- **Outcome 1:** Marginalized and vulnerable men and women are aware of, have access to and use high quality social services, resources and information related to health, education, natural resource management and economic development.
 - **Outcome 2:** Civil Society has improved its capacity to influence decision-makers in being more accountable and responsive to marginalized communities and groups
 - **Outcome 3:** CARE and its partners demonstrate greater knowledge sharing and learning practices to better respond to local / global social, environmental and economic priorities.
 - **Outcome 4:** Women, girls and women's organizations are more able to participate meaningfully in the development process, realize their rights and satisfy their practical needs and strategic interests
- 1.1 Number of individuals (disaggregated by sex) with increased access to new or improved services, resources and information.
 - 1.2 Number of individuals (disaggregated by sex) using new or improved services, resource and information.
 - 2.2 Number of individuals (disaggregated by sex) represented by those CSOs engaged in policy and governance process
 - 4.1 Number of women and girls who have positions of power and decision making and leadership in community management, local committees and / or national politics
 - 4.2 Number of women's organizations that have enhanced skills, strategies and knowledge for addressing and advocating for women's needs and interests.

Evaluation Method

- Part of a larger general evaluation that asked the standard evaluation questions.
- Combined outside consultants and CARE staff from CC and COs
- Desk review looked at 17 projects in 14 countries
- Comprehensive survey of 11 projects in 10 countries
- Analysis of evaluations of 8 projects in 8 countries
- Field visits to Ethiopia, Nepal, Zambia and Zimbabwe
- Five COs did their own field work
- Analysis workshop with 8 countries

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If you are one of these countries, feel free to speak up at any time!

Evaluation Criteria: Five Areas



**Basic management
components**

**Operations and
systems
support**

**Good program
practices**

**Areas of
inquiry**

**Transformative
results**

Evaluation Criteria: Basic Components



Basic management components

Gender analysis

Gender issues clearly identified for this project

Gender equality activities

Gender equality resources budgeted

Gender change results indicators present and measured

Gender strategy

Evaluation Criteria: Areas of Inquiry

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Areas of inquiry

B. CORE AREAS OF INQUIRY

1. Sexual / Gendered Division of Labour
2. Household Decision-making
3. Control over Productive Assets
4. Access to Public Spaces and Services
5. Claiming Rights & Meaningful Participation in Public Decision-making
6. Control over One's Body
7. Violence & Restorative Justice
8. Aspirations for Oneself

Evaluation Criteria



Involvement in
women's networks
and forums

Works at multiple
levels (community,
regional, national)

Engage
with men
and boys

**Good program
practices**

GE or WE
is clearly
defined

Mobilization of
women into groups
or associations

Change policies to
promote gender
equality

Evaluation Criteria

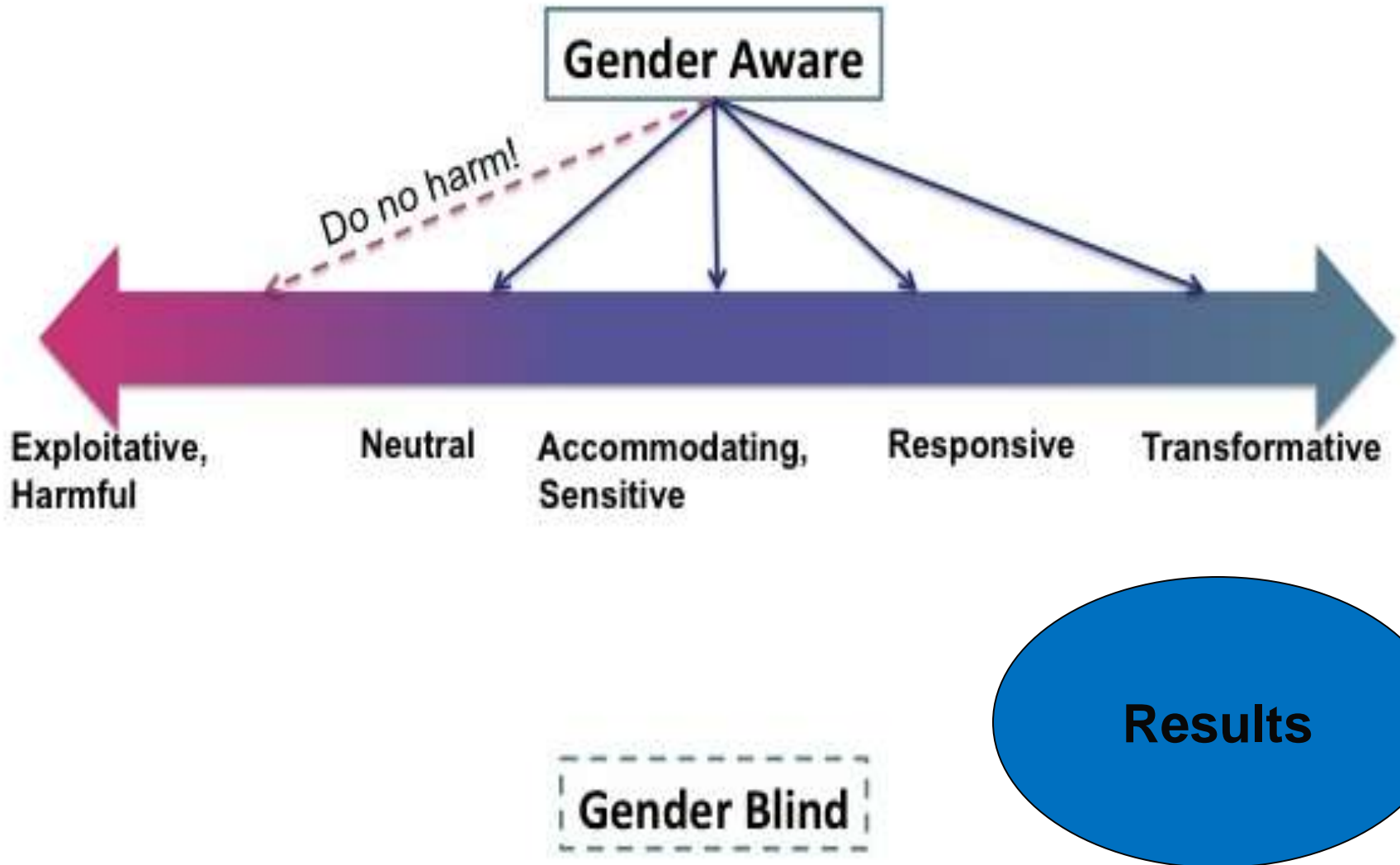


Relationship between
overall CO GE
programming and
project GE
programming

**Operations and
systems
support**

CC, CO and overall
CARE system fitness
to manage for GE
results

Evaluation Criteria



Basic Management Components at Program Level

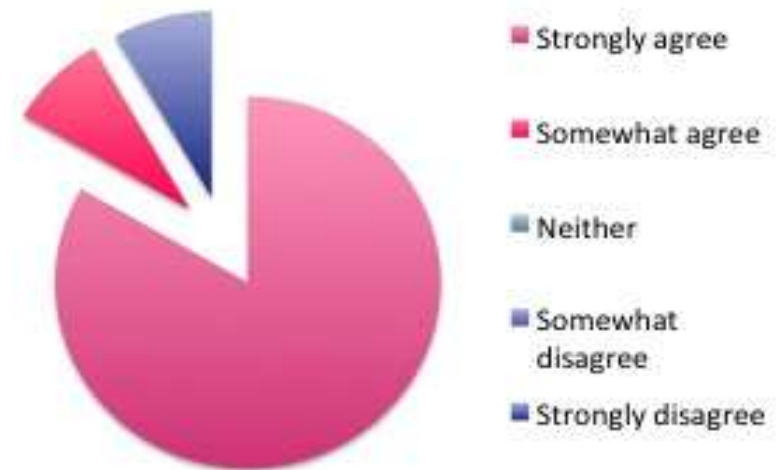


- Extremely light gender analysis
- No clear gender action plan – sample solutions by project
- Requirement that all individual projects have a gender analysis and gender strategy, and guidance on same
- Reporting of gender equality results against a framework for evaluation (the Longwe Framework), anecdotal
- Some GE results and indicators, some sex-disaggregated data, but this is not rolled up to show overall program impact.

Basic PM Components: Analysis and Strategies

Gender Areas Addressed	Meta-Analysis (n=8)	Survey (n=18)
Division of Labor	2	6
Strategic Decision-making	5	7
Access, Control: Prod. Assets	2	10
Mobility, Participation in Public Spaces	1	14
Access to Services	4	12
Violence, Justice	3	4
Group membership, mobilization	2 yes, 2 not sure	12
Aspirations	2	11

PA Project Included Gender Strategies



Basic PM Components: M&E

ITEM	CAM	KEN	MAL	NEP	RWA	TAN	ZAM	ZIM
1 Gender Equality Outcome	✓	✓	✓	✓		✓	✓	
2 Disaggregate Client Groups	✓			✓				
3 Include gender equality indicators		✦	✦	✓	✓		✓	✓
4 Collect data on those indicators		✦		✦	✦		✓	✓

* The ✦ is a “not sure” answer and the ✓ is a “yes.”

Basic PM Components: Activities

Country	Gender Division of Labor	Access and Control	Participation & Decision making	Mobility & Part. in Public Sphere	Access to Public Services	Violence	Women & Men's Aspirations	Other	#
Cambodia									1
Kenya									0
Malawi									3
Nepal									6
Rwanda									5
Tanzania									2
Zambia									1
Zimbabwe									2
TOTAL	2	2	5	1	4	3	2	1	20

Basic management components

- In sum, basic management components across each project patchy, and reflects overall CO capacity to do gender work than the nature of the project.

Areas of inquiry

Which Projects Used Which Good Practices?

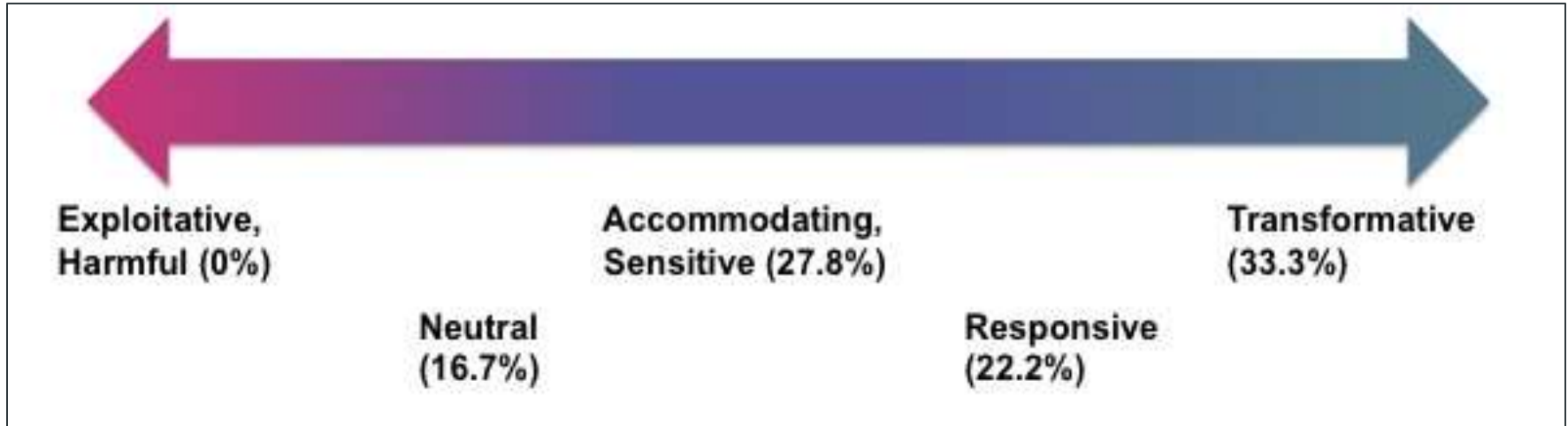
	Women's groups	Networks for GE	Men and boys	Engaging stake-holders	Policy change
META-ANALYSIS CASES					
Tanzania				✓	
Kenya	✦			✦	✓
META-ANALYSIS, SURVEY, OVERLAID					
Cambodia					
Malawi			✓	✓	✓
Nepal	✓	✓		✓	✓
Rwanda	✓				
Zam – SCOPE				✦	
Zim – AGENT	✦		✦	✦	✦
SURVEY RESPONSES					
Ethiopia					
Bolivia					
Ghana					
Lesotho					
Zam – COMACO					
Zim – Urban Entrepreneurs					

KEY:

* Survey: Shaded boxes represent “yes”

** The ✦ is a “not sure” answer and the ✓ is a “yes.”

Project Results on the Gender Continuum?



Project Results in Which Areas of Inquiry?

	gender division of labour	decision making	access to productive resources	mobility and participatio n in the public sphere	access to public services	violence and restorative justice	group membership and mobilization	aspirations
slightly positive/positive and significant impact	7	7	9	14	12	8	12	11
slightly positive/positive but little impact	3	5	4	8	4	2	1	6
slightly negative/neutral and little impact	7	6	4	0	1	8	4	1
slightly negative or neutral but significant impact	1	0	1	0	0	3	0	0

Operational and Management Lessons

- Invest money in gender equality capacity building and technical expertise.
- Ensure that adequate budget is set aside for GE activities at the project, program and system levels.
- Hold staff, managers and directors accountable for gender equality results.
- There is a positive relationship between GE gains in projects and GE gains in CO programming. This needs to be built on and deepened.
- Mature CARE's partnerships with gender equality and women's organizations.

Good Practices

- REFLECT
- Engaging men and boys
- Linking stakeholders across different levels
- Networking for broader impact



Other Evaluation Exercise Results

- **Seedlings in a long and complex process of social change**
 - PA projects were able to make some beginning changes, but nothing deep enough to indicate lasting change.
- It was difficult to measure the extent to which gender change has happened because there is an absence of monitoring and of evidence at the project and program levels.
- Those projects that undertook gender analyses were more likely to be able to identify negative or unintended change.
- Across the portfolio, projects varied widely in their awareness of and ambition to make gender change.

How is CARE Canada Using this Evaluation?

- Training on management components delivered
- One workshop on the good practices delivered, now these to be broken down in detail.
- To tighten the idea of a program approach with universal indicators and universal components (such as a gender strategy) across all projects.
- Building program manager capacity. This is in CC's control at CC level but still an issue at CO level.

