Many of you have heard of Pamodzi, the new financial and grants management system that will be implemented in 2012, which will provide staff around the world timely, accurate information on global operations. However, you may not know that a key benefit of Pamodzi is directly related to CARE's commitment to women's empowerment. Pamodzi has been designed so that it will yield financial evidence to measure program performance, including how effectively our programs are contributing to the empowerment of women and girls, and to gender equality.

One of our historical challenges has been to retrieve meaningful financial data that we can associate with our program and project activities and impact. We have struggled to answer questions such as: how much does it cost to change a community's attitude toward girls and allow them to enroll and stay in school? Pamodzi will help answer questions such as this.

Early on in the design of Pamodzi, we were rightly challenged by the CI Gender Network to explore ways in which we could enhance organizational accountability. Allison Burden put it like this: "CARE is a leading humanitarian organization dedicated to fighting poverty and social injustice with ***a special emphasis on women and girls***. If we are to ensure that our financial management program is aligned to our strategic priorities, one clear area of opportunity is in gender budgeting. If CARE does systematic gender budgeting, ***it will increase our accountability to our strategic aims and improve our credibility as an organization that is committed to gender equity and women's empowerment***."

In other words, one could argue that an organization that stands for Women/Girls' Empowerment and Gender Equality is less credible if it does not think through how it spends its money in terms of gender

The CI Gender Network requested that the system help answer the following questions:
- How much of CARE's resources (funds) are benefiting women/girls and men/boys? (i.e. data disaggregated by gender)
- How much of CARE's resources are addressing gender inequities (i.e. what percentage of our budgets promote gender equality)?
- Who decides how resources are spent (i.e. capture information on who participates and who approves decisions on resource allocation)?

We have accomplished the first two bullets, designing the system so that we can "tag" expenditures to a project activity or objective (i.e. promoting gender-responsive governance systems) and produce a report showing what we spent on the activity. This is described in more detail below. The third bullet relates to "gender budgeting," which means allocating and tracking financial resources in a manner that is equally responsive to the needs and interest of women and men, and ensures that both benefit from services delivered from those resources. Other agencies (e.g. UNDP, Oxfam GB) have shared with us their approaches while noting that gender budgeting and monitoring is still a new area for organizations and one in which we need to learn from one another.

Given the accelerated timeframe of Pamodzi, we have incorporated what we can and will pilot this approach over a few years If our analysis shows that resources don't actually flow to furthering women's empowerment and addressing inequality then we should question our internal decision-making processes in resource allocations.

The desire for better systems to measure program impact is long-standing and widespread throughout CARE. The Pamodzi team has worked closely through the CI Programme Working Group so that staff will be able to extract cost data in Pamodzi and associate it with impact data in the future "CI-wide Programme Information and Impact Reporting System" (PIIRS).

By using a chart field in Pamodzi called "Program Attributes," we will be able to tag expenditures to a project activity or objective, and determine how much we spent on the activity. There are six Program Attributes, five of which will contain a list of drop down values. These Attributes are:

1. **Sex of Those Participating Directly in the Activity**

2. **Millennium Development Goal**
3. **Activity Category (i.e. conflict, hygiene, gender-based violence)**
4. **Gender Equality and Women's Empowerment (i.e. equitable cultural norms)**
5. **How We Work (i.e., capacity building, advocacy)**

The sixth Program Attribute allows the user to associate the Activity with the relevant Program and Program Initiative (or project). We hope this will allow more detailed analysis of costs to help us improve our Program Approach.

These Program Attributes will provide us valuable information about our work with women and girls, and enlighten us on how best to use our resources to achieve our goal of women/girls' empowerment.

So, let's look at an example. Your Country Office has defined one of its impact groups as "pastoralist girls" and designed a 10-year program strategy to improve the socio-economic livelihoods of these girls. A donor has agreed to fund three program initiatives aimed at eliminating the practice of female genital cutting. The table below shows three high-level activities the donor is supporting, and the Program Attributes used to track expenditures.

Program #1: Pastoralists Girls	Attribute 1 (Sex of Those Participating in the Activity)	Attribute 2 (Millennium Development Goal)	Attribute 3 (Activity Category)	Attribute 4 (Gender Equality & Women's Empowerment)	Attribute (How We Work)	Pathway (Program Initiative/ Program)	Pamodzi Chartfield: Source Type Number
Program Initiative #1: Communities stop FGC Practice							
Activity #1: Awareness Building of HTP among Traditional & Religious Leaders	More than 50% men/boys	Goal 3: Gender Equality	Gender-Based Violence	Equitable cultural norms	Other	Program 1 / Program Initiative 1	1
Program Initiative #2: Anti-FGC law passed							
Activity #2: Advocacy campaign	More than 50% men/boys	Goal 3: Gender Equality	Gender-Based Violence	Gender responsive governance systems	Advocacy	Program 1 / Program Initiative 2	2
Program Initiative #3: Local Government Bodies supporting enforcement of anti-FGC law							
Activity #3: Capacity Building of Local Government Staff	More than 50% women/girls	Goal 3: Gender Equality	Gender-Based Violence	Gender responsive governance systems	Capacity Building	Program 1 / Program Initiative 3	3

A Program Manager can log into Pamodzi to produce a financial report on the costs that were associated with an activity, or determine how much money was spent toward reaching MDG#3, gender equality.

And Pamodzi will allow CARE to determine the amount of resources we are spending as an organization on women and girls, and what the majority of resources were used for (i.e. fostering equitable behavior of men/boys, strengthening rights/leadership of women/girls, etc.). If we discover that over 75% of our resources are working directly with men/boys and focused on equitable behavior of men/boys, it might make us question if we are truly programming our donor resources the best way to have a positive change in the lives of women and girls without working with them directly in most cases!

The Pamodzi team is really excited about the opportunity this presents for CARE, and what it will mean for the people with whom we work. To use the Irish idiom, we will know if we are "putting our money where our mouth is" and, if not, where changes are needed.